



NORTH EAST PUBLIC SECTOR MAPPING SURVEY

**A study into the levels of awareness and attitudes
towards the use of biomass
within public sector organisations in north east England**

Report produced for the
Environmental Industries Federation

by North Energy Associates

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EXECUTIVE SUMMARY

Objective

The objective of the Public Sector Mapping survey has been two fold. Firstly - to understand the levels of awareness, attitudes, and barriers (both perceived and real) towards the use of biomass technologies to heat the many buildings owned by the region's public sector organisations.

Secondly - a comprehensive database was required to record the internal structures of public sector organisations; any existing policies or strategies that addressed the use of renewable energy in general and biomass in particular; and the internal groups, committees, and key contact individuals responsible for:

- the specification of new buildings and their components
- the installation of heating plant in non domestic buildings
- the development of the organisation's own energy and environmental policy.

The survey

The survey was carried out in the context of the growing need for the UK's major organisations to take the lead in implementing their own carbon reduction programmes, in line with the government's commitment to address the issues of climate change by a national reduction in greenhouse gas emissions.

The work was commissioned by One NorthEast, via the Environmental Industries Federation, and delivered by North Energy Associates. The principal research tool was a comprehensive interview session with key contacts within the organisations selected. These interviews were designed to encourage the key contacts to give specific existing information, highlight perceived barriers, and to offer their thoughts on their organisation's own awareness and attitudes. In addition, details of any current use of biomass within their organisation's buildings were sought, as well as potential opportunities.

The methodology

The methods of delivery selected were a combination of telephone work, face to face interviews, database design, web based research, and hard file storage, followed by this 60 page written report. All activities are presented as the completed survey – database, files, and report.

The interview form

An interview form was carefully designed to give each interview the necessary structure, and to ensure all issues were covered. Due to the wide range of organisations involved, it was decided in the interests of consistency and ease of interpretation to create one generic interview form covering all types of organisation.

The interviews

The interviews were carried out by telephone and by personal visits to the organisations' premises. Due to the high number of organisations selected, and the time allowed for the survey, it was not possible to carry out all interviews face to face. However, the same interview form was used in both situations, to ensure that consistency was achieved, irrespective of interview method. Because of this, the telephone interviews were no less successful in achieving the required information. The vast majority of those people interviewed were willing, helpful, and happy to give their views. There was a small minority who seemed reluctant to express the views of their organisation.

The results

The results are retained and presented in various forms:

- a completed database in Access format presented on CD
- completed interview forms detailing full notes taken during interviews
- 3 hard-copy files are available retaining all the documentary evidence supplied by interviewees – policy statements, strategy documents, and organisation charts etc.

The results are presented, analysed, and summarised in the main body of this report.

Conclusions

The survey has confirmed that there is an extremely wide range of awareness, attitudes, and knowledge across the public sector organisations within the North East. This can be partly attributed to the wide urban / semi urban / semi rural / rural geographical spread of the buildings concerned. However most organisations would admit their awareness undoubtedly needs major enhancement. Biomass is almost ignored by organisations in urban areas, where the perception is that fuel delivery and storage requirements will prohibit the use of biomass.

In general, with only one or two exceptions, the biomass industry features very low in public sector organisations' plans and proposals, if at all. Even those who can claim to be fairly active in renewable energy only tend to give proper consideration to wind and solar technologies.

There are organisations that have investigated biomass projects, and other renewable technologies, who have given up when the cost implications have been examined – long payback times, and perceived pricing differences being too great to justify.

Other organisations have forged ahead despite all the barriers – physical or economic. Several schools in the Durham area have been converted from coal to wood fired heating systems, with others in the pipeline.

Where there are successes, it is down to the consistent, determined actions of one or two individuals within the organisations, rather than any formal policy to embrace renewable energy. Several strategy documents and policy papers have been presented to this report, and in most cases there are only weak references to the use of renewable energy, and certainly no current determined requirement to pursue a renewable future. Some of these documents are six or seven years old, but these documents form the agendas that many public authorities are working from.

Worse still are those strategy documents released in only the last year or two, that still pay little or no reference to taking a lead in renewables. These documents nearly all recognise the national commitment to the reduction of greenhouse gasses in tackling climate change, but focus mainly on energy efficiency, backed up by green transport policies and waste reduction activities. This is of course thoroughly worthwhile, but to ignore the contribution that renewable energy can make, is more than just a missed opportunity. These recent publications are likely to remain working documents for the coming years, and it is only hoped that annual updates can force biomass and renewables into a more prominent position in these vital strategic documents.

The report highlights a list of 33 organisations that were identified as having opportunities for biomass projects. They may be short, medium or long term opportunities, but all 33 should be contacted in the near future, to ensure that the potential is maximised.

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1 INTRODUCTION

1.1 THE BACKGROUND

North Energy Associates Limited (North Energy), were commissioned by the Environmental Industries Federation (EIF) on behalf of One NorthEast to undertake a survey of the north east public sector organisations. Such organisations are driven by national commitments to tackle climate change issues, and reduce greenhouse gas emissions. It is recognised that these organisations should take a lead in such matters, and look beyond the economics of the project, focussing instead on the wider benefits and implications.

As such, these organisations offer a significant market opportunity for renewable energy and biomass heating. However, by their nature they are large, with complex structures, and disparate decision making processes. To be able to take advantage of such a marketing opportunity and formally promote and facilitate biomass projects requires in-depth knowledge of the organisations concerned. At present this knowledge has been described as “at best, fragmented”.

1.2 THE BRIEF AND DEFINITIONS

The brief requires the report to provide a clear understanding of the organisations studied, and establish a centralised resource for the collation of specific data – namely key players; the relevant departments; structures; and existing policies and strategies relating to building design, heat plant specification, environment and energy.

In addition, the report should demonstrate the attitudes, awareness, and willingness to become involved in renewable energy in general, and specifically biomass for heat generation.

Copies of current or existing policies and strategies that address these matters were to be included where possible or available, as well as establishing the key individuals and/or committees responsible for creating, amending, and updating the strategies and policies.

1.3 THE APPROACH

A suggested list of public sector organisations was drawn up, and included all county, district, and borough councils, NHS trusts, educational establishments and service organisations such as Police, Fire Service and port authorities.

Due to the complexity of the information required, it was agreed that relying on a postal questionnaire would severely limit the success of the survey. Key to securing the level of detail required was a series of personal interviews, both face to face, and over the telephone, with the key individuals identified.

An interview form was designed and produced (copy in Appendix 1). This was needed to give a common structure to the interviews, and ensure that all issues were covered. Due to the wide range of organisations selected, the interview form needed to be generic, rather than different forms with different questions. This generic form would give consistency of information, and be easier to interpret the results.

1.4 THE WORK PROGRAMME

A project kick off meeting was held at the EIF offices on 24th February 2005, to fine tune the details of the brief, and discuss the deliverables, format, and structure. The work commenced on Monday 28th February, and was carried out over the following three months. The list of 76 selected public sector organisations had already been established as part of the tender submission.

The database was designed and created during the first half of March, along with the interview form. These were submitted to EIF for their approval, as discussed during the kick off meeting.

A pre-interview form (Appendix 2) was also designed for use with the councils. North Energy has good working relationships with many of the Local Agenda 21 officers, and it was decided that they would be a good source for gathering the first wave of information. This form was e-mailed to 25 LA21 officers with a covering message explaining the reasons behind the request. Unfortunately only 13 of the 25 people returned the form to North Energy, and some of those only after chasing. With hindsight, this attempted shortcut was not altogether successful, and did not save the project any time.

At the outset, all 76 organisations were telephoned in order to establish who the most suitable individuals were and some basic contact information. This in itself was a time consuming task, with many first point of telephone contacts doing an excellent job of fending off unwanted callers. Certain people were convinced we were simply on a sales campaign! However, eventually a set of basic information was gained on all 76 Public sector organisations, and entered in our database.

The interviews then commenced during late March, beginning with two 'pilot' interviews, to test the suitability of the interview format. The pilots were both successful, so we decided to proceed with the project as created. It was undoubtedly difficult during the second half of March and first half of April, to get people to commit to the necessary time to be interviewed. This was due to the public sector's hectic workload leading up to financial year end, and also the unusually early Easter holiday break. Although several telephone interviews took place during this period, the main volumes were conducted during the second half of April and completed during early May.

2 SELECTION OF PUBLIC SECTOR ORGANISATION

The brief required that all county, district and borough councils should be included in the survey, and as many other public authorities as feasible and practical, such as NHS and Inland Revenue.

The final list is as follows:

Organisation	Number	Organisation	Number
County Councils	2	Port authorities	3
District & Borough Councils	18	Government regional office	1
City Councils	5	RDA - ONE	1
Fire Headquarters	3	DEFRA	1
Prisons (Home Office)	1	Regional NHS Trusts	13
Regional Police HQ	4	Universities	5
DSS regional HQ (Longbenton)	1	Further Education Colleges	14
National Savings (Durham)	1	MOD	1
Land Registry (Durham)	1		
Inland Revenue regional centre	1	Total number of interviews	76

There are 39 NHS hospitals in the region, as well as the regional head offices of the Health Trusts. It was considered that if we speak with the Trust regional offices, they would be able to speak on behalf of the individual hospitals. This proved to be the case. The information supplied by the Trusts covered a good representative sample of information on various hospital sites.

In the same way, the four regional police and three fire service headquarters were able to speak on behalf of the high number of individual police and fire stations properties.

This list is not comprehensive – there will be other public sector organisations not covered by this report. However, in the timescale and budget allowed, we needed to prioritise, and feel that the 76 organisations interviewed have provided a full and detailed account of the public sector organisation attitudes, awareness, contacts, current and potential renewable / biomass use, required by the brief.

3 METHODOLOGY

Following identification of the 76 organisations, we established what information was required from each interview. The interview form was then designed around a series of 20 questions, most with sub-questions, covering all the detail required.

A short series of 'pilot' interviews were then carried out, to ensure that the interview form and structure was both user friendly and comprehensive. With only one or two additions to the form, including more space for recording as many relevant comments as possible, the interview form was amended, accepted, and produced in the required quantity.

The database was then designed around the organisation types and interview form structure. After consultation with the IT experts within the Environmental Industries Federation, it was decided that the database should be in 'Access' format. This format gives the required flexibility, ease of use, and ease of analysis and interpretation including search and merge fields. The relevant Access fields were headed to record the name and full postal address of the organisation, and the contact details of the person being interviewed – including an e-mail address where possible.

The remainder of the database fields were designed and headed to match the number and order of the questions and responses of the interview forms.

Having identified the 76 organisations, it was then necessary to a) confirm their full name, address and telephone information, and b) identify the most appropriate person for interview.

a) The contact information was obtained from a variety of resources, - North Energy's own extensive contact network, yellow pages, and web based research.

b) Each of the 76 organisations was then telephoned to try and establish the most appropriate person for interview. In many cases this took several calls; often needing to reassure sceptical telephone teams of our good intentions; and availability of the people suggested. In the case of the 25 councils on our list, we already knew the appropriate LA21 officers, and decided to follow up the initial telephone call with a brief questionnaire, aimed at short cutting the interview process, and providing an early source of information. This did not help as much as planned, as only around half of LA21 officers responded to the questionnaire, and as such needed follow-up. However following a determined telephone campaign, the database was eventually suitably populated, and a working list produced.

The 76 organisations were then targeted in terms of priorities for face to face interviews and those where it was likely that a telephone interview would be necessary. A flexible approach was considered necessary to allow for geographical spread and availability of the interviewee.

The interviews were then carried out by Bill Lowther and Adrian Smith. The interview forms were written up during and immediately after each interview, and returned to the office, for immediate database update. Most of the interviewees, in particular the councils, were keen to supply as much relevant supporting information as possible – extracts from policy documents, meeting minutes, press reports, web articles, and even full policy and strategy documents. All relevant documentation has been stored in case order in three large ring binders, along with the hard copies of the interview forms. These files are submitted with this report.

4 THE INTERVIEW FORM

Despite the commonality of their public sector status, the list of 76 organisations covered a diverse spectrum of activities, structures, and responsibilities. The interview form needed to cover all possible situations, and since much of the detail required would inevitably relate to opinions and attitudes, the form needed to allow sufficient space for the recording of such information. At the same time, the form was not to appear too onerous in a face to face interview situation. A 20 question format was chosen, which it was thought gave the correct balance. A copy of the questionnaire is included in Appendix 1.

The form begins with a section asking for specific names of key individuals and committees responsible for the installation of heating plant, the design and specification of new buildings and their components, and the development of the organisation's energy and environment strategies.

The next section asks for the internal structure, with organisation charts where possible; and information on existing or forthcoming policies and strategies, again with copies if available.

The following section seeks information on current awareness of biomass heating, asking whether certain departments or individuals are particularly proactive or negative. There are also questions relating to both existing and potential use of biomass heating throughout the organisation.

The final section was designed to offer space to summarise the interviewees more subjective observations, relating to awareness, attitude, knowledge, and commitment, and any other detail relevant to the report. This was designed primarily to record any real biomass potential, either short or long term.

5 SUMMARY OF THE INTERVIEWS

Summaries of the interviews have been prepared and are presented below. The summaries are structured in the same format for consistency of information –

- A list of information provided by the organisation – some interviewees were very keen to provide as much supporting documentation as possible, from relevant web articles, policy extracts, to full policy or strategy documents
- An explanation where possible of the structure of the organisation – in the more complex cases, the departments most relevant to the future needs of this report are highlighted
- Comments provided by the interviewee on the organisations policies and strategies, often supported by documents or relevant extracts. Not all the documents provided are fully relevant, but there may be useful sections within. It would have been useful to read and analyse all the documents provided, but time allocated within this project did not allow
- Comments on the potential identified within each organisation – short, medium and long term – prioritised only into ‘good’, ‘possible’ and ‘excellent’.
- Contact information – detail of the first point of contact for any follow up activity – usually this would be the person interviewed, but in some cases other names may be included.

These summaries should be read in conjunction with either the database or the hard copies of the interview forms which will give specific detail of all relevant individuals and committees. The summaries below will record the more general information gained during the interviews.

Opportunities. The interviews have identified thirty three organisations that may offer an early opportunity to drive the inclusion of a biomass element where it had not been included to date. These are summarised below.

Ref No	Organisation	Potential
1	Northumberland County Council	Good
2.	Wear Valley District Council	Possible
3	Easington District Council	Good
4	Berwick Borough Council	Good
5	Durham County Council	Good
8	Gateshead Council	Good
9	Darlington Borough Council	Good
10	Middlesbrough Council	Good
11	Blyth Valley Borough Council	Possible
12	South Tyne MB Council	Good
13	Tynedale Council	Excellent
14	Sedgefield Borough Council	Good
16	Northumberland College	Good
18	Cleveland College of Art & Design	Good

22	Redcar & Cleveland College	Good
24	Bede College	Good
27	Stockton Riverside College	Good
30	Northumbria Police	Good
31	Cleveland Police	Good
34	Port of Blyth	Possible
35	Northumbria Fire & Rescue Services	Possible
52	HM Prison Service	Good
54	Newcastle University	Possible
55	Northumbria University	Good
57	University of Sunderland	Possible
59	Land Registry Durham Boldon Office	Good
65	Castle Morpeth Borough Council	Good
68	Chester le Street District Council	Excellent
71	Stockton Borough Council	Good
73	Redcar & Cleveland Borough Council	Good
76	MOD Defence Estates	Excellent
78	Sunderland City Council	Possible
79	Newcastle City Council	Good

Many of these opportunities exist **now**, with the briefs being established, and designs being created. These opportunities therefore need to be explored **now**, with immediate follow up. It may be that if they are not explored for another 12 months or more, the opportunities will be gone, and the door closed.

The ongoing schools programme offers an early and long term opportunity for biomass projects. Although most of the smaller councils claim involvement in this programme, it is the county councils responsibility to deliver. The two county councils interviewed are both very positive towards biomass, with Durham in particular already having taken a lead with some projects implemented, and others being examined. Northumberland at this stage are certainly giving biomass heating due consideration, but are assuming the usual barriers may prove prohibitive.

Despite Durham and Northumberland's positive intentions towards biomass for the schools programme, any follow up activity to this report must still address this opportunity. It will be seen in this report that if assumptions are made that someone else is responsible, opportunities will be missed.

6 THE INTERVIEWS

In all cases recorded below, the comments and attitudes expressed are those of the interviewee, and no attempt has been made by the interviewer or recorder to put forward his own opinion or comments.

6.1 NORTHUMBERLAND COUNTY COUNCIL

Information provided on file:

- Northumberland Renewable Energy Strategy document
- Corporate Procurement Strategy
- Managing Northumberland – A guide to decision making procedures

The interviewee believes that biomass heating is now given consideration for all NCC building activities, but that the perceived funding gap is causing biomass to be dismissed at too early a stage. The bottom line for all projects remains that of economic justification.

Structure. Interviewee referred us to various documents on the NCC website, such as the NCC Constitution document.

NCC as a whole are grouped into seven 'Directorates', of which three are relevant to this report –

1. Chief Executive – including regeneration responsibilities
3. Finance – including asset management and procurement
4. Operational Services – including property function (building design, property maintenance, energy conservation, and construction & contract management).

Policies and strategies. NCC has a very organised and detailed Renewable Strategy (provided) with significant recognition of the part biomass can play, including several recommended steps.

Procurement Strategy is also provided, along with web links to Asset Management Plan, Capital Strategy, NCC Environmental Structure Plan.

Potential. YES. The council is about to embark on a 10 year schools programme, and almost all resources are being channelled in this direction, even at the expense of all other activities. The interviewee believes this will create an excellent opportunity for the use of renewable energy, and biomass in particular for school boiler systems. The interviewee will be pushing this at every opportunity, but is well aware of the funding gap between biomass systems and gas systems, and that this will be a major hurdle in implementation. He is concerned that the hurdle may be prohibitive.

He believes that the previous hurdle of fuel supply issues is being addressed, and will become less of a problem. The cost issue will undoubtedly be the main one to tackle, and the concern is that his organisation already know of the funding gap, and therefore dismiss the biomass system in favour of systems that can be economically justified. Astley High School may be an early opportunity as there has been previous interest in renewables, namely an outdoor centre at Kidlandlee using PV and a water pump.

Social services, libraries, and highways departments will have maintenance budgets for existing buildings, but there will be no new build. However, those responsible for the maintenance programmes should be included in any renewables initiatives.

Key contacts for approach.

1. Alan Wann, Head of Regeneration; Chairman of Northumberland Renewable Energy Group; and Chairman of Northumberland Strategic Partnership – 01670 533902 or awann@northumberland.gov.uk .
2. Clive Fagg, Energy Executive, 01670 533048 or cfagg@northumberland.gov.uk

6.2 WEAR VALLEY DISTRICT COUNCIL

Information provided on file:

- Extract from Wear Valley District Local Plan
- LA21 planning policy
- Extract from Wear Valley Vision 21 document

WVDC cover a predominantly rural and semi rural area, which should create / encourage at the very least a positive attitude towards biomass, among the relevant council departments. Unfortunately, other than the very small LA21 team, who are extremely supportive and proactive, the rest of the council have not yet embraced renewables. The various technologies are seen as too new and unproven, and innovative projects are the first to be shelved. There is an attitude among all departments that it will happen eventually, but that they are not responsible for making it happen. Individual departments are responsible for putting forward their own projects, but everyone avoids anything innovative. It is easy to cloud this type of reasoning by blaming the cost factor. The latest renewable technologies inevitably come with a higher capital cost, which is a perfectly justifiable reason for excluding it. However, this often clouds the real reasons.

Bishop Auckland swimming baths have a successful CHP system (although gas fired).

Structure. There are five policy committees,

- 1) Policy & Strategic Development,
- 2) Housing Services,
- 3) Community Services,
- 4) Central Resources
- 5) Regeneration.

The latter is most relevant to this report, and is headed by Bob Hope. Individual departments are given the responsibility of project proposals.

Policies and strategies. WVDC adopted the Wear Valley District Local Plan in March 1997 (more recent updates possible, but not found). Chapter 11 (copy provided) covers energy, with section on renewables, with areas already identified for potential wind generation. Policy & Proposals document is also provided, showing wind as the main renewables focus, despite claims that “encouragement of alternate sources of renewable energy is fundamental to sustainable energy supply”. Only passing reference is made to “energy from plant material”.

Two extracts are provided – ‘Action 2, Built Environment’ and ‘Action 4, Energy’. Many Current plans and projects are identified, although there is only brief reference to renewables. This document still uses the Durham County Council Renewable Energy Strategy from 1995 as its baseline.

Potential. YES. The schools programme (although this is managed by Durham County Council) offers extensive biomass opportunities. Six bungalows that were in need of ‘extreme refurbishment’ were recently examined for renewables potential, but any technologies perceived as too new were quickly dismissed, although the reasons given were based around cost. As a small district council, not many buildings are actually owned, but Ian Bloomfield (key contact shown below) is a very active supporter of renewable energy, and will strive to incorporate wherever possible, and should always be included in all follow-up promotional work.

Key contact for approach. Ian Bloomfield, Environment and LA21 Officer – 01388 765555

6.3 EASINGTON DISTRICT COUNCIL

Information provided on file:

- Asset Management Team structure chart
- Full copy of Asset Management Plan
- Extract from Easington District Local Strategic Partnership document

Structure. Asset Management team are key contacts, and are part of Regeneration Directorate – copy structure provided.

Policies and strategies. We are referred to the Local Strategic Partnership document (extract provided) and the Asset Management Plan (full copy provided).

Potential. YES. Various regeneration sites across the region will offer opportunities, but cost will always be a barrier. A community centre project at Seaham is scheduled to be an exemplar site.

The energy team has visited the sustainable development project at Hadston in Northumberland, and are determined to replicate it within the Easington area. North Energy were commissioned in March 2004 to do a feasibility study into converting coal fired boilers to burn wood pellets for several district heating schemes within the Easington area.

Key contact for approach. Richard Crozier, Energy Officer – 0191 527 0501

6.4 BERWICK BOROUGH COUNCIL

Information provided on file:

- Organisation chart
- Committee structure
- Extract from Berwick upon Tweed “A Vision for Change” document

Interviewee felt that Berwick Council could undoubtedly do better with awareness, attitudes, knowledge and commitment towards renewable energy in general. Biomass in particular does not really feature in the thoughts or plans of the council. If asked, all individuals would claim to have some knowledge of renewable obligations, both nationally and locally, but all would probably believe the responsibility lay elsewhere – the buck is always passed. No individual departments could be described as active.

No council buildings are currently heated by wood, and there are no proposals in the pipeline to do so.

The interviewee is a committed believer in renewable energy, and had some very strong thoughts on the matter. The council's attitude was described as depressing, with a very low baseline. It was felt that as a largely rural area, with excellent port facilities, that the council is well placed to make a proper contribution to some kind of renewables programme.

The interviewee was very encouraged by the reasons for this survey, and looks forward to his organisation being formally encouraged to do more. He hoped the encouragement would not simply be in the form of "another glossy brochure". Four glossy brochures relating to relevant LA21 issues had reached his desk that morning, and when they are circulated, they inevitably find their way into recycling bins, or back to him. Glossy brochures tend to find their way to those already converted – existing believers.

He believes that education is certainly required, and should be targeted at member and committee level, as they have the ultimate sanction. He recommends that any education and promotional activities should take the form of small focus groups, with active participation, rather than larger scale activities.

Policies and Strategies. A copy of 'A Vision for change – Improvement Plan' is provided.

Potential. YES. An energy audit of all the council's buildings has recently been completed, highlighting the very poor condition of most buildings. Although no upgrade programme has currently been finalised, such a programme will inevitably follow. This will create opportunities for the inclusion of renewable energy technologies. He is personally aware of much biomass fuel supply activity in North Northumberland and Scottish Borders, and wants the Council to take more of an active role.

He is aware of a leisure centre / swimming pool upgrade pending that would offer some potential, but probably not for biomass.

Key contact for approach. Craig White, LA21 Officer & Technical Officer – 01289 330044 or cw@berwick-upon-tweed.gov.uk .

6.5 DURHAM COUNTY COUNCIL

Information provided on file:

- New County Council structure diagram
- Scrutiny Committee structure document
- Summary of DCC Sustainable Environment Policy

- 2004 / 05 Environment Operational Plan
- News report from last DCC Energy Roundtable
- DCC Statement on renewable energy
- DCC 'Sustaine' Building in Sustainability guide – aimed at planners and developers in the North East
- Extract from DCC Structure Plan – Key Issues paper, Managing Natural Resources
- Details of DCC Cassop School biomass conversion

DCC has gone further than all other councils in the North East in their declaration, support, and above all implementation of renewable energy. They had published strategies earlier than most “Renewable Energy Strategy 1995” and “Renewable Energy in County Durham” in 1994. They have followed up their good intentions with more completed projects than most. Their leading stance gained the council accreditation under the Energy Efficiency Accreditation Scheme – the first County Council to receive this recognition.

Their Energy Manager Jeff Kirton has been instrumental in the dedication to energy causes, and will continue to be so. He works within the context of a team leader (David Miller – Head of Environment Service) who is equally passionate about environmental issues and has pushed the Council over a long period. Mr Kirton has led the DCC partnership with Premier Waste, a local producer of wood pellets, and he advised that DCC’s major stake in this partnership will ensure that biomass systems are considered at every opportunity.

Structure. New Scrutiny Committee is responsible for policy formation and development – with sub committee ‘Looking after the environment’. Structure information in information provided on file. Contact details on database.

Policies and strategies. “Building in Sustainability” – is a guide to sustainable construction and development within the North East, and helps to keep renewables on all agendas. DCC Procurement Strategy is provided, which shows a commitment to improvement in environmental / green procurement as a medium term goal.

We were referred to various policy documents available on the DCC website, regarding the schools for the future programme. These documents are very large, around 150 pages, and were not supplied in hard copy.

Potential. YES. The ongoing schools programme will continue to provide opportunities for biomass conversion. Forty schools are being built in the next 10 to 15 years (5 in the Easington area). Jeff Kirton has ensured that renewables in general and biomass in particular remains at the forefront of DCC development projects. They have already looked at the gradual phasing out of coal boiler systems, and are now looking to implement a phasing out of oil systems, of which there are 15 schools in the west of the county – biomass being the preferred option.

County Durham Development Company are heavily involved in co-ordinating and promoting a possible “Energy Theme Park” in Weardale, on the site of former Lafarge cement works. This is regarded as one of only 2 sites in the whole of the UK that could host such a project. All renewable technologies will be included, and again biomass will be to the fore.

Key contact for approach. Jeff Kirton, Energy Manager, 0191 383 3749 or jeff.kirton@durham.gov.uk

6.6 TEESDALE DISTRICT COUNCIL

Information provided on file:

- Directorate structure & teams
- Press release regarding solar power installation
- Extract from Community Strategy 2004 – 2014, Executive summary

The extract confirms a “Key Target” of reducing CO₂ emissions by 5% of 1999 levels by 2008/9.

The interviewee felt that the council at all levels could do a lot more to embrace a renewable energy programme. He does not believe that biomass is given any credence by anyone within the organisation, simply due to lack of knowledge, and a perception that the technologies are old fashioned. He believes that the council’s small level of activity is led by PPS22 requirements, (Planning Policy Statement 22 – Renewable Energy,) rather than any of their own strong belief in the various technologies.

The council is not taking any lead in encouraging or promoting wood heat, or renewables in general. The projects that have included renewables so far tend to be led by individual project managers who already have an interest.

All relevant departments need a better understanding of all renewable technologies, and a better appreciation of the part everyone can play. At present, the perception is that biomass is either too old fashioned, or too new and innovative, and innovation equates to risk. Everyone avoids risk. They must be made to appreciate that although biomass technologies may be relatively new to UK, they are well proven across Europe, and do not present a risk.

Policies and Strategies. The Teesdale District Council Corporate Plan includes sections on Environment and Sustainability, but there is no reference to energy at all. In addition, the Community Strategy document has no specific reference to energy.

Potential. UNLIKELY, BUT.... As a small council, Teesdale do not own many buildings, and no major expenditure is scheduled for the next few years. However, the interviewee is keen that the Council are not ignored by any follow-up activity, just because they have no potential projects on the horizon.

Key contact for approach. Pat Graham, Senior Planning Policy Officer – 01833 696214 or p.graham@teesdale.gov.uk .

6.7 NEWCASTLE CITY COUNCIL

See Reference 79

6.8 GATESHEAD COUNCIL

Information provided on file:

- Extract from Gateshead Council Strategy document – Objective 3 (Energy Conservation) and Objective 4 (Green purchasing).
- Extract from LA21 Strategy updates for 2001, 2002 and 2003
- 17/1/05 strategy development statement.

The interviewee is very proud of the positive manner in which Gateshead Council is tackling renewable energy issues. However, despite this, experience and awareness of biomass is not as well advanced as other renewable technologies. Their main focus remains on solar / PV and wind. They have successfully installed a PV system at Gateshead International Business Centre, and are looking to repeat this in other buildings.

Structure. Complex structure of 15 departments, structured into 5 Groups. Relevant here is 'Development & Enterprise Group', which contains the Sustainable Communities element of the Overview & Scrutiny Committee.

Policies and Strategies. Objectives 3 and 4 “aim to encourage the increased use of renewable energy”. The documents action plan commits to “review advances in renewable energy sources – landfill gas, geothermal, wind power, PV and solar – by December 2001”. Current target is for “renewable energy sources to supply a proportion of the borough’s electricity – actual target to be set after energy reviews”.

The 2001 LA21 Strategy update reports that “a comprehensive energy policy is being developed, which will include the Council’s policy on renewable energy”. The 2002 update does not report any significant progress, and the 2003 update concludes that “the generation and use of renewable energy in Gateshead is being investigated and any developments will be reported”. Again, no real progress.

Potential. YES. The interviewee is hoping to use the active school build programme, to create some opportunities for biomass heating. Although a PFI funded initiative, the brief for all projects insist that contractors address all appropriate renewable technologies. A contractor has now been appointed (McDonalds) who included in their tender a combined solar & wind system for toilet blocks at 8 new school sites. The interviewee intends to add biomass boiler systems to the programme, although he is aware that perceptions exist, and that it may be a difficult task. In his discussions with the contractor, he has asked them to examine the biomass boiler options currently available, and to source in particular any dual fuel systems.

Key contact for approach. Tim Deveaux, LA21 Officer (with wider energy brief) – 0191 433 3512 or timdeveaux@gateshead.gov.uk .

6.9 DARLINGTON BOROUGH COUNCIL

Information provided on file:

- DBC Environmental Policy Statement
- Extract from - Local Development Plan ‘Proposed priorities’
- DBC department structure chart
- Portfolio responsibilities statement

The interviewee feels that the council is aware that they have an obligation to embrace renewables, but do not know how to begin – they have no in-house

experience of driving forward renewable projects. Other than herself, there is very little understanding or awareness of biomass, which has certainly never been considered for heating any of DBC's buildings. A bag of wood pellets lurks in a cabinet in the environment team's office, but she doubts if anyone knows what they are!

Structure. Cabinet is separated into 8 'portfolios'; including those relevant to this report – a) Environmental Services; b) Regeneration; c) Resource Management – responsibility statements for each of these three are provided in file. Darlington Environmental Forum could be a useful route for future promotional activity.

Policies and strategies. Extract from Local Development Plan is provided, with 'Statement of Proposed Priorities', showing the school boiler replacement programme. We are also pointed to the Community Strategy Action Plan, available on the DBC website.

Potential. YES. Although no specific projects have been identified at this point, there is an appetite within DBC for renewables. They have produced the forthcoming "Darlington Declaration" which has been endorsed but not yet formally approved. This document follows the initiative of the Nottingham Declaration, and will force DBC to tackle Climate Change, and embrace renewables in a more proactive and structured way. The interviewee believes that in the very near future DBC will seek to innovate, although they will need guidance and proper structured advice.

Key contact for approach. Paula Jamieson, Sustainable Development Officer – 01325 380651 or paula.jamieson@darlington.gov.uk

6.10 MIDDLESBROUGH BOROUGH COUNCIL

MBC work closely with Renew Tees Valley on renewable projects. MBC consider themselves well aware of renewables in general, but admit to a lack of knowledge of biomass heating systems. MBC are currently developing a carbon management plan, with assistance from Carbon Trust.

Middlesbrough air quality is a major issue at present, and the perception expressed was that burning wood may add to the problem. Any biomass project would therefore be strictly scrutinised for potential contribution to air quality problems.

Structure. The Environmental Sustainability Officer Group is an important committee for all future biomass promotional work. They will be delivering the strategy on climate change highlighted by the forthcoming carbon management plan. At present, Mike Knox the energy manager works with MBC architects department on project proposals put forward by specific MBC service areas.

Policies and strategies. Being developed in the current carbon management plan, nothing available at present.

Potential. YES. Schools programme offers potential opportunities. The use of waste cooking oil in oil fired boilers has been considered at various sites, but none yet implemented.

The Middlehaven Project also offers opportunities, but cost implications will be an issue. This is a 100ha multi use site, and a CHP or district heating scheme is being

considered. Biomass has already been considered and compared against a gas fired system, and the cost difference has already been identified.

Key contacts for approach;

Dr. Jim Gillon, Environmental Protection Officer (Climate Change) – 01642 728265 or jim_gillon@middlesbrough.gov.uk

Mike Knox, Energy Manager – 01642 728265, or mike_knox@middlesbrough.gov.uk .

6.11 BLYTH VALLEY BOROUGH COUNCIL

Information provided on file:

- Cabinet structure
- Building Services & Maintenance details
- LA21 details
- Asset Management Plan (adopted July 2003)
- Capital Strategy Statement (adopted July 2003)
- Selection of forthcoming capital schemes (provided by Architectural Services section)

The interviewee believes that although there are a few genuinely positive people within BVBC, there are not nearly enough. Even then, wind and solar seem to be the extent of their focus. CHP has been considered for a few projects.

As part of BVBC's restructuring several 'one stop shop' facilities have been created. Solar panels were considered for one of these facilities, but the very high cost was prohibitive, and abandoned.

The interviewee is very proactive in the promotion of renewables within CMBC, but feels she is fighting a very difficult battle. Renewables need to feature more in policy and strategy documents, rather than the weak references within the currently adopted agendas.

Structure. The authority is led by its Cabinet team comprising 9 councillors. The Cabinet has reorganised its former 19 areas of departmental responsibility, into 10 current units with more combined related functions. This has resulted in significant savings, which, along with the sale of surplus assets and the future sale of a large site, will create ongoing funding.

The Corporate Asset Management Group is Chaired by the Head of Technical Consultancy, who is also designated Corporate Property Officer. This post is held by Dennis Gray and his contact details are held on the database and interview form.

Policies and Strategies. The current Asset Management Plan (AMP) was adopted in July 2003. This covers non-housing building stock, and includes details of the Councils current asset portfolio, with an overview of aims, objectives, and future issues that will need to be addressed. The housing stock is managed by an Arms Length Management Company.

The Capital Strategy Statement sets out aims and principles of the authority's capital programme. The only loose reference to the use of renewable energy in this document appears in section 18, relating to only having limited resources to

“promote sustainable development and transport”. Due to this, the council has implemented a ‘scoring criteria’ against which all future capital investment spend will be assessed. Again, no reference to renewable energy appears in this weighting process.

Potential. Possible. There is a forthcoming project looking at how to upgrade 43 domestic properties in Seaton Sluice. It is hoped that Solar Hot Water / PV will play a part. A list of current and future property development schemes has been provided, which may offer some potential for biomass.

Key contact for approach. Barry Coates, Principal Building Services and Maintenance Officer – 01670 542367 or bcoates@blythvalley.gov.uk .

6.12 SOUTH TYNESIDE COUNCIL

Information provided on file:

- Extract from Environmental Stewardship Strategy
- Directorate Structure of the Council
- Extract from LA21 Strategy document

The interviewee feels that overall, the renewables agenda within the council remains ‘confused’. All the right noises are made, particularly relating to energy efficiency, but when comes to delivering projects that include renewable aspects, there is some major action required. Biomass in particular is well down the agenda, and perceptions need to be addressed. Biomass is certainly perceived as old fashioned, low-tech, expensive, and inefficient. The interviewee feels that he has forced renewables into everyone’s thoughts, even to the stage where some renewable energy item is considered for most projects. However, when budgets are tight, and costs need to be saved, in the majority of cases the renewable item is the very first to go.

Structure. The directorate structure is provided – asset management function falls within resources directorate.

Policies and strategies. Many, many documents available, all including some reference to carbon reduction / energy efficiency / environmental issues – main one being LA21 Strategy document. Renewables are not given any emphasis or coverage in any of these documents. A study was commissioned in 2002 to look at potential for wind energy – the resulting document is available as ‘South Tyneside Strategy for the Development of Wind Energy’.

Potential. YES. An active schools programme (PFI funded) will give an opportunity for biomass boiler inclusion, but the issue needs to be forced. A ‘Recycling Village’ is being created at the council’s Middlefields Depot. This is a major recycling initiative, where ‘anything and everything’ can be brought for recycling. Waste wood will be a major resource, and consideration is being given to the installation of a wood boiler to heat the required buildings. Again, this needs to be re-enforced to improve chances of delivery.

Key contact for approach. Andrew Atkinson, Energy Officer - 0191 424 7469 or andrew.atkinson@s-tyneside-mbc.gov.uk

6.13 TYNEDALE COUNCIL

Information provided on file:

- Structure / organisation chart
- Local Agenda 21 strategy for Tynedale document.

The interviewee believes that Tynedale is already a very proactive Authority, and will use renewable technology at every opportunity. They were the leading partner in the Kielder wood fired district heating project, and have just commissioned a new leisure pool for Hexham. This will be major project, and the brief has specified that renewables must be used.

They work closely with Northumberland County Council, and are active in the various Renewable Energy Group initiatives.

Structure. Organisation chart provided

Policies and strategies. Within the LA21 strategy document Objective One is “Energy Conservation” – To reduce energy consumption, ensure energy is used efficiently, and encourage the increased use of renewable energy”. In the four pages dedicated to this objective, reference to renewables is minimal, although an action plan confirms “We will...review developments in the generation and use of alternative sources of heat and power; and encourage the development of renewable sources of energy, such as wind, where appropriate.” The four page section successfully addresses energy efficiency in a structured manner, but again misses out on the opportunity to put greater emphasis in renewables in its major policy documents.

However, the interviewee feels that there is strong enough emphasis in the Authority’s written documents, although further strengthening of statements would benefit the cause.

Potential. YES. Tynedale Council reside in old town centre buildings. A relocation to new purpose built Civic Offices has been approved, offering significant renewables opportunities. The offices have not yet been designed, but the brief will include a requirement for as many renewable technologies to be used, including a biomass heating system. The interviewee will ensure that this element is given high priority.

Key contact for approach. Cameron Scott, Economic Development Officer – 01434 652293 or cameron.scott@tynedale.gov.uk .

6.14 SEDGEFIELD BOROUGH COUNCIL

Information provided on file:

- Energy and Water Policy Document 1998/99.

The interviewee believes that the attitudes to renewables are broadly positive, but there is no clear or strong direction on the issue. Biomass is not well known at all. The interviewee recalls that elected members attended a training course on renewables a few years ago, but suspects their knowledge will have faded since then. The over-riding perception is that renewable technologies are too expensive,

although the interviewee believes that there have been no test cases to confirm this perception.

Structure. Environment Committee. Overview and Scrutiny Committee 3. SBS's energy policy is the responsibility of the Energy Management Working Group, chaired by the councils Director of Finance.

Policies and strategies. The Energy and Water Policy document was introduced in 1998/99, and is updated each year by the *Objectives Report*, which details all the energy initiatives planned for that year. At the end of that year, an *Achievements Report* will detail the actions undertaken to achieve the proposals of the Objectives Report. In this Energy Policy Document, no reference whatsoever is made to renewable energy. In fact the policy is designed to "prolong the useful life of fossil fuels". This document is currently in the process of being revised and updated – an opportunity to introduce a commitment to the use of renewables.

Potential. YES. A CHP unit was installed in Newton Aycliffe leisure centre several years ago, but is now non-operational and in line for replacement.

Key contact for approach. Stephen McDonald, Energy Officer – 01388 816166 or smcdonald@sedgefield.gov.uk

6.15 NEWCASTLE COLLEGE

Newcastle City Council monitor and advise on all utilities for the college.

Structure. Board of Governors have ultimate sanction, although approval of specific projects are left to Estates Department (Jeff McCall, Director) who are the relevant body for this report, and look after major projects of £10M plus. Within Estates Dept is Facilities Management (Joanne Marshall, facilities manager).

Policies and Strategies. Relevant documents are currently being prepared by the Director of Estates, Jeff McCall.

Potential. NO. BUT...The College has a large ongoing building programme, monitored by the City Council. All college buildings currently use gas, but they would be prepared to consider wood fuel in the future. They have an open mind, and the interviewee would like to be kept informed of any follow-up promotional activity

Key contact for approach. Joanne Marshall, Facilities Manager – 0191 200 4344 or joanne.marshall@ncl-coll.ac.uk .

6.16 NORTHUMBERLAND COLLEGE

Structure. Board of Governors have ultimate sanction. Capital projects require consultation with Estates Department (Jim Arden – Estates and Building Manager) and Finance Director (Brian Fergie). If grants are involved, the Learning & Skills Council have a role in the decision making process.

Policies and Strategies. The college has an in house policy, but it is not presently written into any document. Policy is – gas first. If no gas, then other options are considered

Potential. YES. Kirkley Hall Agricultural College is owned by Northumberland College. Kirkley Hall currently looking at the replacement of its coal boiler system, and biomass is being considered. A basic feasibility study has already been prepared, but the study did not give enough detail. The study is currently being re-done, paying more attention to the economics, and also as a comparison with an oil system. The report will focus on wood chip, and the ability to use the college's own wood resources. A useful spin-off of a wood chip system is that as an educational establishment, an on-site wood chip heating system would be an ideal introduction for the use of biomass boilers for the students. The college is currently working with partners to design and introduce new courses in renewable energy, including biomass – fuel crops, and boiler technologies.

Key contact for approach. Jim Arden, Estates and Buildings Manager – 01670 841200 or jim.arden@northumberland.ac.uk .

6.17 TYNE METROPOLITAN COLLEGE

Formed from a recent amalgamation of Tynemouth College and North Tyneside College.

Structure. Board of Governors have ultimate sanction. Chief Executive and College principle are involved in decision making process, together with the Senior Management Team.

Policies and strategies. Due to recent amalgamation, former joint policies are currently being revised by new Environment Group, chaired by Bill McLeod, facilities manager. The Environment Group is taking an increasing interest in energy issues, but there are no proposals to consider biomass fuels.

Potential. NO. There is little potential for biomass promotion. The two main campuses, Wallsend and Tynemouth, and 12 small outreach buildings are all presently heated by gas. There is no current rebuild programme. A possibility exists in the longer term, but only for conversion of existing systems, as there are no replacement proposals likely.

Key contact for approach. Bill McLeod, Facilities Manager - 0191 290 0689 or william.mcleod@tynemet.ac.uk

6.18 CLEVELAND COLLEGE OF ART AND DESIGN

Information provided on file:

- Campus details
- Board of Governors list

Structure. Board of Governors have ultimate sanction. Chief Executive and College principle are involved in decision making process, together with the Senior Management Team. The Director of Estates, David Lawton (DL), acts as project manager.

Policies and strategies. Energy and procurement policies are currently being prepared for Board of Governors. It is hoped these will be complete by summer 2005.

Potential. YES. The college has three separate sites, all gas fired with their own heat networks. DL does not believe that these three sites offer any potential for conversion. However, there will be a new build programme in a few years time, and they would be interested in biomass in that context. Despite a lack of any awareness or experience of biomass heating, the team would certainly give alternatives due consideration.

However, at present their perception is that biomass is an emerging technology, and as such carries a risk element, with a fear of 'unknown' technologies with regard to reliability and economics. They need information, and to be shown successful projects that are up and running. There is an interest, but they need reassurance. They need case studies that justify economics and reliability.

Key contact for approach. David Lawton, Director of Estates – 01642 829973 or david.lawton@ccad.ac.uk .

6.19 DARLINGTON COLLEGE OF TECHNOLOGY

Information provided on file:

- Details on new building project
- College leaflet

Structure. Board of Governors have ultimate sanction, backed by an Executive Committee led by the College Principal, and support from Estates and Site Services department (manager – Mike Gossage).

Policies and strategies. A draft environmental policy is currently being developed with input from academic staff and interested students. No policies exist affecting the use of heat plant.

Potential. NO. A new campus is currently being built, for occupation in September 2006. A gas fired heating system is being used. There is therefore no opportunity for the use of biomass in the foreseeable future. No alternatives to gas were considered at design stage. However, the area's status as a smokeless zone would have been perceived as an issue, although in practice we know this can be overcome.

Key contact for approach. Mike Gossage, Estates and Site Senior Manager – 01325 503149 or mgossage@darlington.ac.uk

6.20 HARTLEPOOL COLLEGE OF FURTHER EDUCATION

Structure. Board of Governors have ultimate sanction. They work with the Senior Management Team and Facilities Division.

Policies and strategies. Cliff Davidson, the head of Facilities Division is currently working on an environmental policy, but it is not yet finalised. The policy will cover recycling, water management, and energy efficiency. There are no plans to incorporate a renewables element to the document.

Potential. NO. For existing buildings, the team are satisfied with gas at present, and would not consider the use of wood. They will explore energy efficiency

improvements, including better insulation measures. When new build programme begins in two to three years time, it is likely that solar technologies will be explored.

Key contact for approach. John Stainson, Maintenance Officer – 01429 295111 or jstainson@hartlepoolfe.ac.uk .

6.21 PRIOR PURSGLOVE COLLEGE (GUISBOROUGH, CLEVELAND)

It was established during a very brief interview that this college is not suitable for inclusion in report. The site is very small, with no possible storage facilities, and anything other than gas will not be considered.

6.22 REDCAR & CLEVELAND COLLEGE

Information provided on file:

- Campus details
- Board of Governors listing

Interviewee is very well aware of the use of biomass as a fuel for heating, and believes the college will give it due consideration.

Structure. Board of Governors have ultimate sanction, backed by the Executive Team, with support from the Buildings & Estates Manager (Graham Nicol).

Policies and strategies. An energy policy exists, but is very much out of date. No other relevant policies are available.

Potential. YES. The decision has already been approved to rebuild approximately 80% of the college buildings. The project could almost be considered as new-build. The project will not be PFI. The design team has just been appointed, and are at the stage of specifying the various elements. Decisions on the fuels to be used will be made in the next three to six months, and biomass may be considered.

Key contact for approach. Graham Nicol, Buildings and Estates Manager - 01642 473132 or gnicol@cleveland.ac.uk

6.23 MIDDLESBROUGH COLLEGE

Four separate campuses across Middlesbrough – Acklam, Kirby, Marton and Longlands.

Structure. To follow

Policies and strategies. To follow

Potential. To follow

Key contact for approach. To follow

6.24 BEDE COLLEGE (BILLINGHAM, CLEVELAND)

Structure Board of Governors finance committee make the decisions, supported by advice from the Senior management Team. The Learning & Skills Council need to be considered prior to all major capital expenditure. Projects are led by Operations Manager, Geoff Harris.

Policies and strategies The college has an environment policy, but no energy policy. Procurement and building specification policy remains informal rather than written. Policy is gas for heating, electricity for all other purposes

Potential. YES. Bede College is comparatively small, operating from one single building. They are quite happy with their current heating system, and would not consider looking at alternative fuels due to the short term life span of the building. In addition the physical constraints of the existing site would not allow for fuel storage or handling. However, they are looking to either rebuild or relocate within two or three years. The interviewee feels that the college is moving forward with a positive attitude to environmental issues, and as such may give an alternative fuel due consideration if rebuild / relocation allows the practical considerations to be overcome.

Key contact for approach Geoff Harris, Operations Manager – 01642 466201 or geh@bede.ac.uk

6.25 GILLIBROOK TECHNOLOGY COLLEGE (SOUTH BANK, MIDDLESBROUGH)

Structure. Board of Governors have ultimate sanction, supported by Bursar and Head of College.

Policies and strategies. There is no written guidance for environmental, energy, or procurement issues.

Potential. NO. The existing buildings are being demolished, with new ones currently being built under PFI. Buildings already designed and specified, and are aiming for occupation in October 2006. The college had no say on plant or which fuel will be used. Existing buildings used gas, and the replacements will continue to do so.

Key contact for approach. Jackie Tinkler, Assistant Bursar – 01642 466201 or jti@gillbrooktc.com

6.26 MANOR COLLEGE OF TECHNOLOGY (HARTLEPOOL)

Structure. Board of Governors have ultimate sanction. Facilities department propose projects to Bursar, who presents them to board.

Policies and strategies. College tries to be as green as possible, but funding issues always hold them back from giving the issues the attention they would undoubtedly like to give them.

Potential. NO. No building projects currently in pipeline. Green issues will be considered when the time comes.

Key contact for approach. Pauline Sotheran, College Bursar – 01429 288338

6.27 STOCKTON RIVERSIDE COLLEGE

Information provided on file:

- Building description
- Future plans

Structure. Board of Governors have ultimate sanction, supported by Senior Management Group, with input from Operations Manager, Mark Anderson.

Policies and strategies. The college has informal policies, but these are currently being reassessed and formalised by Facilities Manager. Mark Grosvenor. Written documents will be published. Here is an opportunity for renewables to receive appropriate recognition in as yet unwritten policy documents.

Potential. YES. Current buildings are only three years old. Two additional buildings are being built in September 2005, but are designed already. There will be a further FIVE phases, each with the potential for their own stand-alone heating system. Consideration can certainly be given to the use of wood-fuel heating for these as yet undersigned phases. First contact would be Operations Manager, Mark Anderson.

Key contact for approach. Mark Anderson, 01642 865556 – 01642 865556 or mark.anderson@stockton.ac.uk

6.28 GATESHEAD COLLEGE

Information provided on file:

- New building details for International Stadium
- College structure / management team

Structure. Board of Governors have ultimate sanction, supported by College Principal, the Director of Finance, and the Operations Manager, Steve Collingwood. Gateshead Council is also consulted for all major capital expenditure. Guidance and advice for specification of heating plant comes from in-house and external architects.

Policies and strategies. No formal written policies regarding energy, environment, or procurement.

Potential. NO. There are some new buildings in the pipeline, but they are happy with gas heating system and have no intention of considering anything else.

Key contact for approach. Steve Collingwood, Operations Manager - 0191 490 2217 or steve.collingwood@gateshead.ac.uk .

6.29 DURHAM CONSTABULARY

There is currently no knowledge or awareness of the use of wood heating systems. Most buildings throughout the force use gas heating systems, and the rural areas use oil.

Structure. The Police Executive Committee has ultimate sanction, guided by Head of Support Services, and Property Services Manager, Stephen Taylor.

Policies and strategies. No written policies or strategies relating to environment, energy, or procurement. However, energy audits are carried out, with energy efficiency measures implemented wherever possible. They are guided by perceived best value for money. The organisation does have an Energy Manager, Janice Knowles.

Potential. NO. There is no build programme at present, although some buildings are earmarked for refurbishing or adapting. Energy efficiency is the main concern in these buildings. They are driven by cost savings and lowest price. Perception is that wood fuel systems are likely to be more labour intensive, require more involved management, and have storage and handling issues.

Key contact for approach. Stephen Taylor, Property Services Manager – 0191 386 4929 or Stephen.j.taylor@durham.pnn.police.uk

6.30 NORTHUMBRIA POLICE

Structure. Police Executive Authority has ultimate sanction, but seek technical advice from Gateshead MBC. The council energy management team and in-house architects, are consulted on all building projects, but Northumbria Police Estates Department produce the brief via their Estates Manager, John Leslie.

Policies and strategies. Gateshead MBC policies and strategies are followed.

Potential. YES. HQ site in Ponteland is due for redevelopment within three years. Existing buildings are still heated via coal fired systems, which will be replaced at redevelopment stage. The team is very open to considering a biomass system, and their location allows for the necessary delivery, storage, and fuel handling issues.

Key contact for approach. John Leslie, Estates Manager – 01661872555 or john.leslie.4440@northumbria.pnn.police.uk .

6.31 CLEVELAND POLICE

Structure. Police Executive Committee has ultimate sanction and approves all bids. All new build projects go through PFI.

Policies and strategies. No formal documents have ever been in place that cover environmental or energy issues. A decision has been made to address this, and policies are currently being written by Health & Safety team.

Potential. YES. Three to four new stations are scheduled to be built. First site visits will be made by facilities team, led by Manager Johnathan Garrett during late May 2005. These are not necessarily being looked at in the context of PFI, although first approach needs to be made via their PFI manager / co-ordinator David Kirk.

Key contact for approach. Johnathan Garrett, Facilities Team Leader – 01642 301250 or johnathan.garrett@cleveland.pnn.police.uk .

6.32 PORT OF SUNDERLAND

Working closely with Sunderland Council on Port of Sunderland Regeneration Project.

Structure. All projects sourced by the Port Engineer, then taken to Executive Board.

Policies and strategies. Policy of 'open-mindedness'. No formal documents in place.

Potential. NO. Mainly unheated buildings, office buildings run on gas system, no plans to change. Regeneration project includes a preferred option of a wind turbine, but at present no biomass is on the agenda.

Key contact for approach. Frank Major, Port Engineer – 0191 553 2101

6.33 PORT OF TYNE AUTHORITY

The Port Engineer is familiar with wood heat as a concept, although feels out of touch with more recent developments. He would be keen on learning more, but only out of interest, rather than with any view to using it on site.

There is a timber incinerator on site, generating hot air used for space heating in a transit shed – a short term storage facility. The unit burns waste wood used in ship packing, and is a one off. All other heated buildings comprise office accommodation.

Structure. Board of Trustees are decision making body, in conjunction with the Director of Marine Services, the Managing Director, and Port Engineer (Rob McMahon).

Policies and strategies. An environmental policy exists (although too old), but no formal energy or procurement policies.

Potential. NO. The on site office buildings are heated with gas. There is a series of large warehouses, but these are unheated and will remain so. The Port Engineer is genuinely interested, but the site offers no potential. If this changes, wood will be considered.

Key contact for approach. Rob McMahon, Port Engineer – 0191 455 2671 or rob.mcmahon@portoftyne.co.uk

6.34 PORT OF BLYTH

They have a good appreciation of the potential for biomass, due to the current wood pellet import activities, where they have experience of handling the pellets in bulk. They have never considered adapting their current heating systems however, and this is unlikely to change.

Structure. The Port Trust Board are decision making body. Projects reach them via Chief Executive, Director of Finance, and the Technical Director (Alan Todd).

Policies and strategies. At present, no formal documents exist. However, there has been recognition that this should change, and energy and environment policies are currently being prepared, under the leadership of Alan Todd.

Potential. NO and **YES.** Very few buildings on site are heated. The small office housing 20 staff is heated with gas. The site is not a big heat user.

However, Alan Todd has admitted they could be encouraged to use biomass in some way if it helped the importing market. He would like to help build the market, as they are one of the main importers of wood pellets in the UK. He feels that if they were able to demonstrate the products successful use, it would encourage a greater use of pellets, and therefore improve the Ports business levels. A home grown biomass fuel supply market needs early encouragement, but a successful import business could help increase the uptake of boiler installations.

It may be possible to draw the Port of Blyth into the North East biomass market as some kind of business partner.

Key contact for approach. Alan Todd, Technical Director – 01670 352066 or alan.todd@blythport.co.uk .

6.35 NORTHUMBERLAND FIRE & RESCUE SERVICES

Structure. Although there is a facilities management function at Loansdean in Morpeth, all capital projects are managed via NEPO at Northumberland County Council (NCC).

Policies and strategies. All activities covered by NCC's energy, environmental, and procurement policies. The Fire Service has no specific policies of their own. They do consider themselves interested and aware however, and would certainly support environmental initiatives.

Potential. NO short term, **POSSIBLE** longer term. They are currently considering new build of 20 buildings plus workshops as part of PFI, probably commencing 2007/08. The team would be open to considering biomass in the context of new build. Until then they would not consider any changes to current stock of 20 buildings.

Key contact for approach. Julia Taylor, Business and Facilities Manager – 01670 534624 or jetaylor@northumberland.gov.uk

6.36 CLEVELAND FIRE AUTHORITY

Structure. Decisions are approved by Strategy Management Board, from recommendations of Asset Management Team and Property Manager (Bernard Brown). Mr Brown is fully responsible for influencing the design and specification of buildings, and covers the role of Energy Manager.

Policies and strategies. No formal policies currently exist, but Mr Brown is preparing a draft energy policy.

Potential. NO. Although active in energy efficiency improvement, renewable energy has not been considered in any form. It is unlikely therefore to feature in the forthcoming energy policy. All buildings use gas at present for heating. They are

conscious of renewables, but perceive too many practical problems and cost implications.

Key contact for approach. Bernard Brown, Property Manager – 01429 872311 or bbrown@cleveland.gov.uk

6.37 DURHAM & DARLINGTON FIRE & RESCUE SERVICE

Structure. A Service Level Agreement with Durham County Council means all decisions and projects are managed via the DCC team.

Policies and strategies. As per DCC

Potential. Managed through Jeff Kirton, the DCC Energy Manager.

Key contact for approach. Kevin Watt, Premises Manager – 0191 332 4360 or kwatt@ddfra.co.uk

6.38 TYNE & WEAR METROPOLITAN FIRE SERVICE

The Property Services Team consider themselves reasonably aware of renewable energy and biomass, having attended three seminars. There has been no discussion however in relation to specific projects.

Structure. Executive Committee comprises the Chief Fire Officer; Assistant Chief Fire Officer; Senior Divisional Commander, supported in building matter by the Property Services Manager (John Riddell).

Policies and strategies. Although no formal environmental policies exist, the Authority have been extremely active in energy efficiency measures, receiving formal accreditation from both the National Energy Foundation, and the Energy Institute.

Potential. NO. The team is interested, but have no plans to use anything other than gas in current buildings, which have recently installed condensing boilers – including a change of some from oil to gas. There is a rebuild programme for eight units via PFI, but they will all use gas. All efforts go into energy efficiency, and are proud of accreditation – they feel they have done more than most.

Key contact for approach. John Riddell, Property Services Manager – 0191 232 1224 or john.riddell@twfire.org.uk

6.39 CITY HOSPITALS, SUNDERLAND NHS FOUNDATION TRUST

Information provided on file:

- Copy of 'A short guide to NHS Trusts'.

Structure. All major capital expenditure projects go through NHS Trust Board, and the Capital Development Steering Group (a sub-committee of the Trust Board),

having first been prepared by Estates Division. First contacts are the Divisional Director of Estates and Facilities (George Head) and Head of Estates Rob Allport.

Policies and strategies. Formal policies in this subject do not exist, but the unwritten policy is to have dual fuel backup systems, generally gas with oil as back up.

Potential. NO. The main site has a 1 MW gas CHP plant, on site Eye Infirmary has standard gas system. They do seek ways of increasing energy efficiency and reducing CO₂ emissions, and are aware of the various renewable technologies. They have never been discussed however in relation to specific projects.

The Trust has made major investments in existing plant, and has no plans to change in the immediate future. However, the main hospital CHP plant is now 10 years old, and possible in 5 years time the Trust may begin to consider their future options. They would look at renewable energy as part of their energy policy, but specific projects will have to be economically viable.

Key contact for approach. Bob Allport, Head of Estates – 0191 565 6256 or robert.allport@chs.northy.nhs.uk

6.40 GATESHEAD HEALTH NHS FOUNDATION TRUST

Structure. All major capital expenditure projects go through NHS Trust Board of Governors, and the Capital Development Steering Group (a sub-committee of the Trust Board), having first been prepared by the Board of Directors. Represented on the Board of Directors is the Estates Division. First contacts are the Divisional Director of Estates (Peter Harding) and Technical Manager (Stuart Bell).

Policies and strategies. An energy policy exists, but was not available at the time of interview.

Potential. NO. Gas is considered the only suitable fuel at present. The site is too limited to deal with fuel storage and handling. Other renewables would be considered, but only if there was a cost saving.

Key contact for approach. Stuart Bell, Technical Manager – 0191 482 0000 or stuart.bell@ghnt.nhs.uk .

6.41 NORTHGATE & PRUDHOE NHS TRUST

Structure. All major capital expenditure projects go through NHS Trust Board of Governors, and the Capital Planning Group (a sub-committee of the Trust Board), having first been prepared by the Board of Directors. Represented on the Board of Directors is the Estates Division. First contacts are the Divisional Director of Estates, and the Estates Operations Manager, Paul McCabe.

Policies and strategies. Policies tend to be internal only, although a formal energy manager has been appointed. Main criteria for heat plant would be cost and ease of operation.

Potential. NO. The team is open to alternative fuel sources, but practicality dictates choices, and as always, cost is a major issue. The building stock comprises 2 main hospital sites, one being closed down; plus 50 community

homes – ordinary dwellings scattered across region. Two other major sites, at Morpeth and Prudhoe are consolidating and shrinking. In general, there are lots of small decentralised units. District heating was considered for the major sites, but was scrapped due to site physical complications, as well as management issues and fuel storage and handling problems.

It is perceived that a change to wood fuel is virtually impossible

Key contact for approach. Paul McCabe, Operational Estates manager – 01670 394000 or paul.mccabe@n&p-nhs.uk

6.42 NEWCASTLE UPON TYNE HOSPITALS NHS TRUST

The Trust is aware of biomass. A number of years ago biomass was considered for use at the General Hospital, which was at that time burning pulverised coal. However, biomass was dismissed as unknown, with too many uncertainties, not a proven technology. Also, the existing boiler house was not considered suitable for conversion to a biomass system. The site is now on gas.

Structure. All major capital expenditure projects go through NHS Trust Board of Governors, and the Capital Development Steering Group (a sub-committee of the Trust Board), having first been prepared by the Board of Directors. Represented on the Board of Directors is the Estates Division. First contacts are the Divisional Director of Estates Robert Scott.

Policies and strategies. Basic energy efficiency policies exist, but not available at time of interview. Freeman & RVI are outsourced and managed by Dalkia Facilities and Energy Management, decisions on fuel and capital equipment are contracted to them over a 15 year management agreement. A redevelopment programme is proposed for Freeman & RVI, and this will be carried out through PFI process. All Trust sites are on gas, although some CHP is in use, and more is planned. In fact, in partnership with Dalkia, the Freeman Hospital CHP project won a major award in 1998.

Potential. NO. These hospitals are of course major energy users, and therefore well sorted out in terms of energy use. New build will be via PFI. It is difficult to see how biomass could enter the market. The hospital sites are effectively district heating cells. Key concerns are security of supply, and system reliability.

Key contact for approach. Bryan Cleugh, Hospital Senior Engineer – 0191 223 1005

6.43 SOUTH TYNESIDE NHS FOUNDATION TRUST

Structure. Very short interview, interviewee not particularly willing to discuss situation.

Policies and strategies. Not supplied.

Potential. NO. Biomass is known to them, but they would never be willing to use any form of solid fuel. 6 – 7 years ago, a major programme of conversion took place, changing their heating systems from coal and heavy oil, to gas with light oil back up. Due to the high cost of this conversion, it will be with them for some considerable time.

Key contact for approach. David Robinson, Assistant Building Manager – 0191 454 8888

6.44 NORTH TEES & HARTLEPOOL NHS TRUST

Structure. Very short interview, interviewee not particularly willing to discuss situation.

Policies and strategies. Not supplied

Potential. NO. Biomass is not considered a suitable option at present. Boilers not due for change for 8 – 10 years. They would have concerns over security of supply if they were changing at present. Site offers possible potential for district heating system in time, but is crowded at present, and fuel storage and delivery would be inconvenient.

Key contact for approach. David Allsop, Director of Estates – 01429 266654

6.45 SOUTH TEES HOSPITALS NHS TRUST

Structure. The route here begins with the Environment Manager, Peter Stannard, who takes projects to the Chief Executive, then the Management Group, and ultimately the Hospital Trust Board.

Policies and strategies. Draft environment and energy policies are currently being prepared by Peter Stannard.

Potential. NO. Another major energy user, with systems thoroughly established. The main site in Middlesbrough has just been converted to gas (with light oil back up) from heavy oil. This was part of an overall PFI project which has doubled the size of the hospital. The Northallerton site is also being redeveloped, with a similar conversion to gas already committed. Wood was not considered, as it is perceived to be too new, and needs to be proven and reliable before any consideration is given. Also the capital costs of fuel storage were also perceived to be an issue.

The interviewee suggested that because of the nature of their work, they need a high level of supply security, and would not want to try anything perceived as too innovative or new. If wood had 5-10 years track record at a large scale, it might then be considered as a serious contender.

Key contact for approach. Peter Stannard, Environmental Manager, 01642 850850 or peter.stannard@stees.nhs.uk

6.46 CO DURHAM & DARLINGTON PRIORITY SERVICES NHS TRUST

Structure. The route here begins with the site Mechanical Engineer, Les Howarth, who takes projects to the Estates Manager, then the Executive Committee, then the Trust Board.

Policies and strategies. No relevant policies exist. Where there is gas, it is used, with a light oil back-up. Only one site still uses oil as its main fuel source.

Potential. NO. There are several properties throughout Durham and Darlington, all are on gas, apart from one site on oil. There is possible development at the Durham site in the future, but no firm proposals at this stage.

Key contact for approach. Les Howarth, Mechanical Engineer – 0191 333 6220 / 333 6554 or les.howarth@cddps.nhs.uk

6.47 NORTHUMBRIA HEALTHCARE NHS TRUST

The interviewee believes this particular NHS Trust are unique in the North East in that they pioneered the energy efficient Nucleus design for its new-build major hospital at Ashington. The design included solar & PV technologies, and a 100kw wind turbine. The turbine was planned as a 'tester' to prove to other NHS trusts that innovation can work. The interviewee was not sure how the results of the 'testing' have been disseminated, or indeed what the results are.

Interviewee now feels however, that innovation is avoided because of current funding restrictions – risk usually means higher cost.

Structure. No structure charts available. All follow-up contact should be channelled through Ian Hunter.

North Tyneside General (Rake Lane) use Dalkia as external facilities and energy management company. This may be subsequently extended to other sites.

Policies and strategies. No written policies that impact on renewables or biomass, or heating and building design. The interviewee knows his organisation has a positive outlook to renewables in general, but feels that they know nothing at all about heating with wood. His first reaction was that it sounded like a 'backward step – surely it can not be efficient'. However after our discussion, Mr Hunter would be very interested in learning more about biomass heating systems.

Potential. POSSIBLE. As stated above, budget restrictions and lack of funding support has resulted in Trust Boards avoiding anything seen as innovative. The perception is that innovation is only possible on new-build – retro fit is too disruptive and costly. All current sites are heated by gas, although some have CHP units which have not proved a financial success. Most sites have diesel generators as emergency back-up, although several of the smaller rural hospitals use oil as back-up, which could be due for replacement.

Key contact for approach.

- Ian Hunter, Energy Manager – 0191 259 6660 (extension 4565)
- Owen Cusak, Assistant Director, Estates Department – 0191 293 2783.

6.48 SOUTH TYNE & WEARSIDE MENTAL HEALTH NHS TRUST

Structure. Maurice Errington, the Estates Manager, takes projects to the Capital Planning Team, The Executive Committee, then the Trust Board.

Policies and strategies. The Trust is operating via some out of date policy documents and, in line with NHS and other government guidelines, they are all currently being updated.

Potential. NO. Cherry Knowle is a large, 54 acre site. There is a large central boiler house, using gas with a light oil back-up. A new hospital is being discussed (very early stages), possible PFI or treasury being considered, the business case is currently being prepared, which will include gas. Although too early for final decisions to be made, it is likely that a gas fired CHP system will be included.

(Although this was a somewhat defensive interview, the interesting thing to emerge was that NHS guidelines (in the interviewee's interpretation) would tend to favour gas fired CHP on a large scale, with central plant and district heating. This seems to suit the consideration of biomass, but the interviewee implied that NHS guidelines would rule out the use of woodfuel. This is perhaps worth referring to NHS centrally.)

Key contact for approach. Maurice Errington, Estates manager – 0191 565 6256 (e-mail address unavailable).

6.49 CO DURHAM & DARLINGTON ACUTE HOSPITALS NHS TRUST

Structure. Projects are sourced by Estates Manager (John Johnson), and then taken to Estates Committee (finance department included), Capital Planning Group, and ultimately the Trust Board.

Policies and strategies. There are relevant policies and strategies, but these are internal only, and not for general release.

Potential. UNLIKELY. The interviewee offered more encouragement than other NHS sites. They would look at a biomass system, but would need to be convinced it could be cost effective. Their immediate concerns, other than capital costs, relate to the perceived additional labour issues, and fuel storage. Three of their hospitals are newly built – Durham, Chester le Street, and Bishop Auckland. Fuel supply involves the PFI contractor, although the Hospital Trust could act unilaterally. The Shotley Bridge site was converted to gas 4 years ago.

Key contact for approach. John Johnson, Estates Manager – 0191 333 2333 or john.johnson@cddah.nhs.uk

6.50 TEES & NORTH EAST YORKSHIRE NHS TRUST

Structure. Project management team, Executive Committee, then Trust Board.

Policies and strategies. The interviewee was unsure as to the existence of any relevant policies, although is aware that green issues are given due diligence.

Potential. NO. the Trust's 65 buildings range from hospitals, down to individual houses. All are on gas. The main St Lukes site is currently being redeveloped, and the interviewee believes that any decisions regarding fuel use will already have been made, and that the decision will be gas. He did believe that biomass would not be dismissed for future developments, although the issues would be - too innovative; is it reliable; does it work in practice; and would it reduce fuel costs.

Key contact for approach. Paul Casey Bennet, Project manager – 01642 516015

6.51 NEWCASTLE, NORTH TYNESIDE & NORTHUMBERLAND MENTAL HEALTH NHS TRUST

Interviewee Gary Crawford is passionate about energy matters, and will fight to keep it as high on everyone's agenda as possible. However, he feels he is surrounded by complacency and apathy, and a worrying lack of awareness and understanding at all levels. Having said that, he has managed to drive forward to implementation a geo-thermal project at St Nicholas's Hospital, and a good quality CHP system. His other limited success has been to secure the purchase of green energy for his sites, as long as they are at least cost neutral.

Mr Crawford and his team are all chartered engineers, and as such he feels they are up to date with all heating technologies. Biomass promotional work would still be of benefit, and should be aimed at Mr Crawford.

Structure. Trust Board has ultimate sanction, with all building and maintenance projects originating on the desk of Gary Crawford – contact details below.

Policies and strategies. No firm policies or strategy documents are available.

Potential. NO. Interviewee felt that although he ensures that all energy and energy efficiency matters remain high on every agenda possible, that there are no opportunities in the foreseeable future. All sites are heated by gas, other than Morpeth Cottage Hospital which is due to close. Its replacement is a PFI funded new build site, which will also be heated by gas. This is based on the minimal capital investment for maximum possible return. Also the coal system was very labour intensive and inefficient, so for its replacement they require the most efficient and automatic system available.

Key contact for approach.

- Gary Crawford, Energy Manager – 0191 223 2209
- Rob Smith, Estates Manager – 0191 223 2209

6.52 HM PRISON SERVICES

Information provided on file:

- Extracts from HM Prisons 'sustainable development report'.

Structure. Projects below £150k are dealt with by the 13 Regional Prison Service Areas and individual prisons. For projects over £150k, the business cases are made by the individual prisons and regional teams, then submitted to the Estates Planning Committee, and then to HM Prison Service in London.

Policies and strategies. The prison service is guided by their Sustainable Development Report 2003-2004. Extracts supplied are: procurement section; construction section; energy efficiency section; summary of future work; annex 2 summary of sustainable development policy; annex 3 working group; annex 6 energy efficiency action plan. Renewable energy does not feature in this document.

Potential. YES. Under Prison Service instructions, all prisons must have an energy manager and an energy team, responsible for encouraging projects up to £50k. The Service is very positive about renewables, and is giving general consideration to wind and solar resources and technologies. Payback is always an issue however.

HQ in London did look at linking up with a large biomass plant in the Midlands, but the project did not proceed. There is one prison still burning coal, but this is not in the North East.

The interviewee believed that current strategies on rebuild and new build are moving back towards district heating arrangements where possible. Key issues are perceived high capital and fuel costs. As many of their sites would offer storage and handling facilities, it may be possible to use biomass certainly in preference to coal. Some sites even generate varying amounts of waste wood from workshops, and site specific furniture manufacturing projects.

The Carbon Trust and DEFRA are currently looking at aspects of their heat load.

Key contact for approach. Mike Jarvis, Head of Prison Services Sustainability Team –
0202 217 5435 or mike.jarvis@hmpr.gsi.gov.uk

6.53 UNIVERSITY OF DURHAM

Information provided on file:

- Organisation Chart for Estates and Buildings Department
- Energy Management Policy
- Estates and Buildings Department Policy Statement
- Brief details of the university's 'New & Renewable Energy Group'.

Contact was not achieved with either of the two contacts shown on file. Numerous attempts were made at all times of day, but they were simply not available. We sought other contacts, but were always told that David McCaffery is the only person that can help. We will keep trying to reach him, and will eventually succeed. At this point this report will be updated. Contact E-mails have now been sent, and we are confident of his eventual input.

Structure. To follow

Policies and strategies. To follow

Potential. To follow

Key contact for approach. David McCaffery, Energy Manager on 0191 334 6382.

6.54 NEWCASTLE UNIVERSITY

Information provided on file:

- University Environment Policy

Structure. The Executive Board oversee most areas, including energy and environmental issues. The energy manager refers projects to the Director of Operations, then the Director of Estates, then eventually to the Executive Board.

Policies and strategies. Extract from University Environment Policy provided, which does not make direct reference to renewable energy.

Potential. UNLIKELY. All buildings are currently on gas, mostly a steam ring main from two main boilers. Biomass would be difficult to use on campus sites due to delivery, handling and storage issues.

At Cockle Park, Morpeth, a research project is being currently undertaken into the use of biomass, but this is an academic study, rather than a practical feasibility study leading to any form of implementation. However, as the study develops, opportunities may occur to have some kind of demonstration facility on site.

Key contact for approach. Peter Graham, Energy Manager – 0191 222 6731 / 222 6307 or peter.graham@ncl.ac.uk .

6.55 NORTHUMBRIA UNIVERSITY

Structure. Projects are sourced via Property Services Manager (Andrew Short), then taken to Estates Committee, and Employment and Finance Committee, and ultimately to the Board of Governors.

Policies and strategies. All policies relevant to this report are currently being prepared by Environmental Policy Working Group – the drafts are not yet finalised.

Potential. YES. Several major projects are under consideration – in particular the former Warner Bros site at Manors. This project will include some renewable energy technologies, as well as significant focus on energy efficiency. The 20,000 sq metre phase one development is currently seeking input from the Carbon Trust. The interviewee believes that a biomass heating project would be considered if the economic and environmental impacts are acceptable.

Key contact for approach. Andrew Short, Property Services Manager – 0191 227 4070 or andrew.short@northumbria.ac.uk

6.56 UNIVERSITY OF TEESSIDE

Single site campus in the centre of Middlesbrough, where space is at a premium. No renewable technologies are used anywhere on site. However, the University has recognised the need for action in this area, and has called in the Carbon Trust, who is currently working with them on a 12 month review programme.

Structure. See provided organisation chart. Board of Governors have ultimate sanction of projects proposed by individual departments via the Head of Estates. List of Board member also provided.

Policies and strategies. No specific policies relevant to this report, although this is likely to change following the Carbon Trust programme.

Potential. NO. Not in short term. There has been much capital expenditure in recent years, including building improvement, and no further work is planned. However, this may change, depending on the results of the Carbon Trust review programme.

Key contact for approach. John Lighthowler, Energy Manager or Dennis Minchell, Head of Estates. 01642 342041 (e-mail addresses were not given).

6.57 UNIVERSITY OF SUNDERLAND

Structure. Relevant projects are sourced by the Energy and Contracts Manager (Paul Elliott), and then taken to the Estates Management Team, and then straight to the Executive Board.

Policies and strategies. All documents are currently being revised and updated, and are therefore not yet available.

Potential. POSSIBLE. There is a high focus on carbon management, Carbon Trust are helping them establish a carbon reduction programme, as part of the review and update of their energy and environmental strategies.

All current buildings are on mains gas, with some electricity used for heating and hot water. Economic constraints are likely to limit the use of biomass, in favour of energy efficiency and transport saving issues. Biomass is not ruled out for the future however.

In fact a biomass system may be possible to replace a 35 year old steam boiler that serves two of their buildings. This may become a likelier proposition if presented as a 'demonstration facility'.

Key contact for approach. Paul Elliott, Energy and Contracts Manager – 0191 515 2023 or paul.elliott@sunderland.ac.uk

6.58 SIEMENS FACILITIES MANAGEMENT (FOR NATIONAL SAVINGS)

Siemens act as an external facilities management company for the regions National Savings operations.

Structure. Information not provided or available, although relevant projects are handled in the first instance by the Facilities Manager, and Dennis Clark, the Business Services Manager, based at the Blackpool site.

Siemens are responsible for three sites, all with rather old buildings, all heated with mains gas:

- Blackpool – Premium Bonds
- Milburngate House – National Savings
- Glasgow – National Savings

Each of these sites has a building management contract which includes energy and environmental impact issues.

Policies and strategies. Not available at time of interview, and limited information on website.

Potential. NO. Interested in green issues, but biomass has not been highlighted in previous energy audits as something that could make a contribution to their sites. If it was to be considered, a positive business case would be required and show a good economic return. Until that can be done, biomass will not be considered.

Key contact for approach. Beverley Dodds, Facilities Manager 0191 374 5336 or beverley.dodds@sbs.siemens.co.uk

6.59 HM LAND REGISTRY (BOLDON OFFICE)

Information provided on file:

- Copy of Centralised Environmental Policy.

Structure. All building work, is sanctioned centrally at head office in London, but proposed by individual offices. John Wells is the Environmental Manager, but his remit extends into any local building projects.

All facilities management and building projects are contracted out to an external company - Building Maintenance Services Limited (BMS) in Newcastle upon Tyne (0191 226 1417).

Policies and strategies. No formal policies exist in this area, other than the centralised, one page Environmental Policy Statement (copy provided).

Potential. YES. Yes, but the potential has already been explored by John Wells and his team. John is a very strong supporter of renewable energy, and on his initiative, a feasibility study was commissioned (carried out by North Energy) into the potential on site use of renewable technologies. The report concluded that the most appropriate would be a biomass heating system, coupled with a solar water heating system. John Wells drove this forward with great enthusiasm, but the cost of each system meant that neither were accepted by the head office hierarchy. At the time he urged them to look beyond the economics of the project, but unfortunately the resistance was too great.

John asked BMS to explore the costings of the suggested project, who came up with even higher figures than those quoted in the feasibility study. This is perhaps due to their unfamiliarity with biomass technologies.

However, he still keeps the feasibility study in his 'in-tray' in the hope that he will find a way of overcoming the cost barriers. He has explored all grant funding routes, but failed.

Key contact for approach. John Wells, Environmental Manager – 0191 301 2345 or john.wells@landreg.gsi.gov.uk

6.60 INTERSERVE FACILITIES MANAGEMENT (FOR INLAND REVENUE)

Structure.

1. Interserve (via General Manager)
2. PFI Consortium

3. Occupying Client – IR / DWP / CSA etc.

Jonathan Oxley, the General Manager of Interserve is the first point of approach.

Policies and strategies. ISO accreditation 1401. Policy held by Inland Revenue.

Potential. NO. The majority of current buildings are relatively new, and all on gas. Some of their 'out stations' may be a possibility. The interviewee feels however that the general newness of all buildings and their plant, as well as the PFI arrangements, would mean that use of biomass is most unlikely in the foreseeable future.

Key contact for approach. Jonathan Oxley, General Manager – 0191 225 0483 or jonathan.oxley@interservefm.com

6.61 ONE NORTHEAST

(awaiting email)

Although the interviewee was new in post, her role as facilities manager makes her the first point of contact for this project and follow-up activity. Indeed she suggested she would welcome any follow-up in a few months time.

Structure. Board has ultimate sanction, via the Directors team, and individual project teams

Policies and strategies.

Potential. NO. One NorthEast are aware of biomass heating, but not in respect of their own buildings. Their headquarters are newly built and use a gas heating system.

Key contact for approach. Gemma Boden, Facilities Manager – 0191 229 6494 or gemma.boden@onenortheast.co.uk

6.62 DEFRA

Structure. The interviewee is responsible for several DEFRA sites across the region, but all are leased on a long term basis, and therefore offer no potential for building projects of any kind.

Policies and strategies.

Potential. NO

Key contact for approach. Mike Turnbull, Site & Facilities Manager - 0191 226 5450 or mike.turnbull@defra.gov.uk

6.63 GOVERNMENT OFFICE FOR THE NORTH EAST

Interviewee suggested that as GO-NE just has one building, which is brand new and leased, that their inclusion in the survey is not relevant. The building has gas heating system, which will not be replaced for 15 to 20 years.

No further information gained.

Key contact for approach. Mark Lee, Head of Procurement – 0191 201 3300

6.64 ALNWICK DISTRICT COUNCIL

Information provided on file:

- Extract from Local Development Scheme – diagram of how policies and strategies move forward, and action plan extract
- ADC statement of environmental issues

There was some degree of hesitancy in being involved with this report . All people contacted referred us on to someone else, only revealing snippets of information on the way.

Structure. Executive Committee, then four ‘Goal Groups’:-

1. Community Engagement
2. Transport, housing and education
3. Business, tourism, and employment
4. Environment, waste reduction and energy

Projects under Goal Group four are managed in the first stage by Peter Ennor.

Policies and strategies. Working agenda is “Community Strategy Document” and “Local Development Framework”, adopted 15th February 2005. Working in conjunction with Northumberland County Structure Plan, Alnwick DC has produced a Sustainable Development Strategy, which includes a) natural environment, b) built environment, c) transport, d) housing, e) tourism, f) town centre regeneration, and g) community facilities.

Copies provided of policy structure, action plan, and LA21 environmental issues.

Potential. Due to hesitancy of interviewees, it was difficult to establish potential with this organisation. As a local authority of course, they must be included in all follow-up activity, and encouraged, prodded, and assisted wherever possible.

Key contact for approach. Difficult to establish, but it should be – Peter Biggars, LA21 Officer or Stephen Kilminster, Property Manager on 01665 510505

6.65 CASTLE MORPETH BOROUGH COUNCIL

Information provided on file:

- Extract from CMBC Local Plan
- Management structure charts

CMBC feel they are switched on when it comes to renewables, with relevant team members involved in the Northumberland County Council led ‘Northumberland Strategic Partnership’ and Northumberland Renewable Energy Group.

Trevor Walker has been a proactive enthusiast, lending his support whenever possible. Unfortunately his responsibilities have changed recently, although he

remains a very useful point of contact. Trevor led the recent Castles, Woods and Rivers regeneration project.

Structure. CMBC is divided into 9 business units – organisation charts have been supplied for relevant units – ie ‘Regeneration, Culture and Community Partnerships’, ‘Environmental Protection’, and ‘Business Innovation and Procurement’.

First approach would be to John Benyon, the chair of the Select Panel for Regeneration, and also the Scrutiny Committee. Projects are then taken to the Asset Management Team.

Policies and strategies. The CMBC procurement strategy is available on the CMBC website www.castlemorpeth.gov.uk

Potential. POSSIBLE. CMBC in certain departments have a good appreciation of renewables, and biomass potential. However, this knowledge still needs to be applied to a wider arena than is presently being achieved. Capital costs are given as a major barrier to wider scale implementation. A feasibility study was recently completed (by North Energy) into the potential of replacing the old and inefficient coal systems, in CMBCs housing stock in off-gas areas. The report showed that it was indeed possible to replace the coal systems with small biomass boilers in virtually all the houses examined, and that the tenants were mainly very supportive of the change. The report also detailed grant funding opportunities to help CMBC offset the difference in capital cost. It remains unsure if CMBC intend to proceed with the conversion, although it appears unlikely as much of the housing stock is being considered for sale to housing associations.

Key contacts for approach. Guy Beauchamp, LA21 Officer, or Trevor Walker, Director of Customer & Community Services, on 01670 535000 or guy.beauchamp@castlemorpeth.gov.uk / trevor.walker@castlemorpeth.gov.uk

6.66 NORTH TYNESIDE COUNCIL

Information provided on file:

- Extract from NT Unitary Development Plan, showing current baseline policy on Renewable Energy
- Fish Quay Regeneration Strategy document
- Building Services Team responsibility statement
- Council Structure Charts
- Copy of NT Local Development Scheme

Very difficult to get willingness to speak on behalf of the council. The interviewer was passed around to several different people, with no one able to give the required information. When the eventual designated speaker was tracked down, Colin Barnes, he had changed jobs and responsibilities. The information provided on file has been pieced together from the various conversations, and a detailed examination of NT’s website.

Structure. North Tyneside Strategic Partnership (NTSP): includes Regeneration Partnership and Environment Partnership. Structure document provided, with decision making structure, and organisation chart.

Policies and strategies. NTSP “Shared Plan” is the community strategy for North Tyneside, but makes no reference to renewables. Focus seems to be on energy efficiency.

Potential. YES. The various regeneration projects currently being examined appear to offer undoubted potential for the inclusion of renewables in general, although it cannot be ascertained at this stage if biomass can feature. These projects include – the Fish Quay Regeneration Strategy; Whitley Bay Regeneration; Wallsend Regeneration; and Weetslade Regeneration.

Key contact for approach. Difficult to establish, but I am told Rob Dobson, Building Services Manager on 0191 219 2102 or rob.dobson@northtyneside.gov.uk

6.67 WANSBECK DISTRICT COUNCIL

Information provided on file:

- WDC structure & Constitution documents
- Extract from chapter 9 of Wansbeck District Local Plan, showing policy statement on Renewable Energy
- Extract from cabinet committee Minutes dated 19/7/04 confirming statement on energy policy for buildings
- Copy of WDC procurement strategy.

Interviewee was keen to claim credit for WDC for the success of the Blyth wind turbines. Too often Blyth Valley are assumed to be the ‘drivers’. Interviewee believes that WDC’s determination and commitment to that project is consistent with their overall positive outlook towards renewables. They were very keen to support the Earth Balance project at Bedlington, and it was the council that donated the land, free of charge for the project. There was much internal discontent when the project failed due to bad management. WDC would have supported its flagship status, and feel that the Earth Balance demise caused some missed opportunities, including biomass. There was a wood fired heating system in a small on-site bakery. The bakery also failed for various reasons. The interviewee was wary of pointing fingers or giving reasons for the projects demise. Although Earth Balance is still operating, it is in different form than originally intended.

The feeling within WDC is that if a flagship project is created, then it must succeed, or it has a severe negative effect of its original aims. The cause suffers a setback.

Structure. See charts provided. Planning departments and portfolio teams are decision makers. In general, all are aware of the need for renewables, and are positive.

Policies and strategies. WDC ‘Forward Plan 2003 – 2008’ – no renewable issues tackled or proposed. WDC ‘Local Plan’, adopted 1994, currently being revised – first draft of revision is available on website. This revision makes brief reference to energy efficiency, and passing comment to ‘solar gain’.

Potential. Despite renewables being a weak area within WDC policy documents, they have achieved tangible success, and will continue to strive for more. Budgets were identified as a major concern and barrier. The main WDC buildings are

heated by electricity at the moment. Although there are no immediate plans to replace this system, they will eventually be replaced, and probably with gas. An opportunity therefore exists to force an earlier replacement programme.

Own research highlights the major “Wansbeck Initiative”. In this major document, no reference is made to renewable energy – even in the environmental section. The Wansbeck Initiative project manager is Declan Baharini – she can be reached on 01670 843206, or her email is d.baharini@wansbeck.gov.uk .

The glossy project brochure does refer to their partnership with Northumberland Renewable Energy Strategy – an indication that WDC are working with the county where possible.

Key contact for approach. Ian Richardson, LA21 Officer – 01670 843402 or i.richardson@wansbeck.gov.uk

6.68 CHESTER LE STREET DISTRICT COUNCIL

Information provided on file:

- Council structure details
- Copy of brief for Regeneration of Grange Villa area of Chester le Street
- Full copy of CDC Local Development Scheme issued Feb 2005.

Structure. Durham County Council structure covers Chester le Street District Council. Within CDC, there are two departments relevant to this report, Regeneration, and Environment. All contact should be directed through the senior sustainability officer and renewables champion, Andy Stephenson.

Policies and strategies. LA21 are currently working on documents, and will be available later in 2005. A full copy of the Local Development Scheme issued in Feb 2005 was supplied at the interview, and is provided on file. This shows timetables and milestones for forthcoming documents and policies.

Potential. EXCELLENT – Possibly the best identified. Now that the council has confirmation of its ongoing status, they are determined to make significant investment in its buildings throughout the town. There is a determined programme of solar hot water / PV activity for domestic housing stock and a feasibility study about to be commissioned into looking at installing a number of domestic size wind turbines on the Civic Centre building. Andy Stephenson is about to oversee a project that will replace the civic centres ageing gas boiler heating system. He is determined that a biomass system will be the first choice for consideration, and if a business case can be proved, it will be implemented. He has accepted that initial capital cost will frighten some people within the council, but he will back this up with fuel cost comparisons, Net Present Value calculations, and all other factors to strengthen the case. This project is still at the embryonic stage, and will begin to take its first steps later in 2005.

Key contact for approach. Andy Stephenson, Senior Sustainability Officer – 0191 387 1919

6.69 DERWENTSIDE DISTRICT COUNCIL

Information provided on file:

- Council Structure chart
- Sustainable Development Policy
- Example of DDC Forward Plan
- Policies and strategies. Asset Management Plan (July 2004) copy provided, plus extracts from “Community Strategy Plan” – The Built and Natural Environment.

Within the Strategy for a Sustainable Derwentside document (extracts provided), DDC show themselves to have a positive attitude towards renewable energy, particularly wind power, with the development of 3 windfarms within their region; and development of a bio-oil power station at Consett.

The interviewee feels however that renewables need to more strongly established in formal policy documents for the region, such as the Community Strategy Plan and Asset Management Plan. If there is that strong base to work from, it will be easier for LA21 teams to refer back to, and quote from, and remind people.

Structure. The Environment Portfolio is responsible for LA21, District Plan formulation and delivery, Building Control Team, and energy issues. Ossie Johnson leads this team.

Potential. Not properly established, as the only person willing and able to speak on the matter was unavailable due to family commitments. We have a promise he will call us on his return, at which point the report can be updated.

Key contact for approach. In the absence of Nigel Grieves, the LA21 Officer Natalie Tomlinson is a good first point of contact – available via main switchboard on 01207 218000.

6.70 DURHAM CITY COUNCIL

Information provided on file:

- LA21 Strategy document 2004
- Scrutiny Committee breakdown and responsibilities
- City of Durham Capital Strategy document.

Contact was not achieved with either of the two contacts shown on file. Numerous attempts were made at all times of day, but they were simply not available. We sought other contacts, but were always told that Stuart Mills and David Thornborrow are the only people that could help. We will keep trying to reach them, and WILL eventually reach them. At this point this report will be updated. Contact E-mails have now been sent, and we are confident of their eventual input.

North Energy’s own research has provided the following information.

Structure. Organisational structure only provided in Durham City Constitution document (too large for this report at 414 pages), but available at www.durhamcity.gov.uk/pdf/constitutionfeb03/pdf .

Chief Executives department made up of 5 divisions – a) Corporate Services, b) Financial Services, c) Legal Services, d) Human Resources, and e) Policy and Community Development. Responsibility for individual functions lies with the

Scrutiny Committee and Scrutiny Panels – copy of terms of reference provided – including Policy Scrutiny Panel and Environmental Scrutiny panel.

Policies and strategies. City of Durham Capital Strategy Document includes procurement Policy and Asset Management Plan (copy provided).

Potential.

TBA

Key contact for approach.

- Stuart Mills, Planning Department - 0191 386 6111 or smills@durhamcity.gov.uk
- David Thornborrow, LA21 Officer & Head of Environmental Protection – 0191 301 8701 or dthornborrow@durhamcity.gov.uk

6.71 STOCKTON BOROUGH COUNCIL

Information provided on file:

- Extract from Community Strategy document
- Strategic Partnership structure document.

The Energy Management team is very well aware of renewable energy, including biomass. A school in Kirklevington, near Yarm, was considered for conversion from coal to wood. However, access problems and fuel storage issues prevented the project from proceeding. Renewables will be considered as part of any new project, where appropriate. They had planned to include Solar / PV units at a Borough leisure centre, but the high capital cost, and associated payback times, even with grant support, could not be justified.

Structure. Property Development Department has decision making capability, led by Building Services Manager, Ian Hodgson. This is first point of approach for new projects.

Policies and strategies. Stockton Community Strategy Document – ‘Objective 3’ (copy provided) seeks to-

- reduce the Borough’s contribution to climate change;
- achieve a 5% increase in the use of renewable energy across the Borough by March 2006;
- identify practical sites for wind energy generation in the Borough in support of NE Renewable Energy Strategy, by March 2005.

Potential. YES. The council do have an ongoing Schools Programme which offers excellent opportunities for renewables in general, although it is feared that biomass may be restricted due the mainly urban nature of most of their school sites. As they found with the Kirklevington project, delivery, storage and handling of fuel was too much of an issue to be overcome.

However, they will continue to search for a site where biomass can be achieved, as they (refreshingly) are convinced of the technology’s reliability, and modern status. Stuart Morrow and his team have visited Talbotts (a major UK supplier of

biomass boilers to the woodworking industry), and were shown a number of their installations.

Key contact for approach. Stuart Morrow, Energy Manager – 01642 393939 or stuart.morrow@stockton.gov.uk .

6.72 HARTLEPOOL DISTRICT COUNCIL

Information provided on file:

- Management structure charts
- Energy Management team statement
- Extract from Hartlepool Community Strategy document
- Copy of Asset Management Plan.

Quite a reluctant interview, only willing to give a maximum of five minutes, so only a general overview was obtained.

Structure.

Organisation charts are provided. The relevant department is Regeneration and Planning.

Policies and strategies. Community Strategy document section 5 clause 12 aims to minimise energy use through the sustainable, efficient, effective use of land, buildings and transport; and to support the increasing use of renewable energy resources and reduce the effects of climate change. A copy of HDC Asset management Plan is provided showing current policy, with detailed building information.

Potential. NO. The interviewee felt that renewable energy issues do appear in formal documents, and as such receive due consideration at project design stages. However, what HDC lack is a strong enough LA21 team to drive renewables further up the design agendas. Renewables inevitably fall at the first hurdle due to cost differences, and this is not challenged or explored any further. There are several regeneration and reclamation projects across Hartlepool, but will probably not include renewables, even though they will have been considered.

Key contact for approach. Joanne Smithson, LA21 Officer – 01429 266522

6.73 REDCAR & CLEVELAND BOROUGH COUNCIL

Information provided on file:

- Extract from RCBC Environmental Strategy – Energy Objectives
- RCBC Renewable Energy Statement
- Extract from RCBC Asset management Plan, with strategic links
- Members of the Asset management Group
- Jarvis PLC reporting structure.

RCBC are particularly proud of the determined approach they have taken to renewables, a good example being their close links to the Wilton Biomass major projects. However, the interviewee feels that at this stage, the council departments and committees are in danger of becoming complacent. Since the creation of

Renew Tees Valley, individuals and departments seem to feel they can forget about renewables – “it is now been looked after by someone else”.

Structure. Chief Executive function, plus 5 ‘Service Departments’ – a) Area management, b) Development, c) Education, d) Finance and Procurement, and e) Social Services.

Development Department is most relevant to this report – committee chaired by Peter Ellis (Assistant Director).

A key partnership within the council structure is that of “Renew Tees Valley”- body dedicated to actively promote positive developments in renewable energy sectors. Dermot Roddy is the key contact

Policies and strategies.

Procurement strategy at www.redcar-cleveland.gov.uk/pdf/procurement/procstrat/pdf .

The Asset Management Plan section 3.1.4. is provided, recognising need for its council buildings to reduce carbon emissions. Energy management objectives also provided. The council is currently reviewing it’s overall environment strategy.

Overall, the interviewee feels that the Council’s published documents do not go far enough in tackling tangible renewable issues. The documents only give any real commitment to energy efficiency.

Responsibility for buildings and facilities management has now been outsourced to Jarvis PLC – contact details are provided on main file.

Potential. YES. The interviewee feels that despite current complacency, there have been successes, and there remain renewable opportunities within RCBC, particularly on the school programme. Solar hot water / PV has been successfully tried on various housing projects and ‘Sure Start’ schemes. They are also trying some wind projects for various schools, but so far they are fraught with planning hurdles.

Key contact for approach. Carmel Corcoran, Energy Manager – 01642 777968 or carmel.corcoran@redcar-cleveland.gov.uk .

6.74 SUNDERLAND CITY COUNCIL

See reference 78.

6.75 NEWCASTLE ESTATES (FOR INLAND REVENUE)

Structure. 4 sites on Newcastle area, 2 are newly built, and other 2 older units.

Policies and strategies. On the new build projects, no renewable energy technologies were used, but the project team ensured that ‘sustainable environmental management systems’ were used. Entitled ‘Unwrapping the Environment’ these systems have resulted in tangible reductions in energy and water. In addition, the systems covered waste reduction, energy efficiency, recycling, and sustainable travel.

Potential. All relevant functions are covered by a 25 year management programme with Newcastle Estates Partnership – a 50/50 joint venture between Amec and Interserve, based at a centralised resource in Nottingham.

Key contact for approach. Simon Sharpe, Facilities Manager – 0115 974 0785 or Bob Rutherford – 0191 225 5292 at Tynedale Park

6.76 DEFENCE ESTATES

Information provided on file

- Statement on strategy document.

The MOD Defence Estates section has extensive training facilities at Otterburn, Northumberland. The area has no gas, and all buildings are heated with LPG, and powered by sometimes very old diesel generators. This means the site has extremely poor security of supply, and it has been accepted at Strategic Planning level that this is no longer acceptable. In addition, they have an extremely enthusiastic renewables champion in the Built Estates Advisor, Mark Hawksby, who is determined to implement a wide range of renewable systems, into its own buildings, and those of the 23 tenant farmers on the MOD land in that region.

Structure. Defence Estates lies within MOD structure. Defence Estates Strategy Committee is the team that approve projects. Relevant team here is A.T.E. (Army Training Estates) and Built Estates Section.

Policies and strategies. MOD Defence Estates have produced a Strategy Document (available at www.defence-estates.mod.uk/estate_strategy) . This emerged in 2000 with a five year review programme. This is currently being revised to include a commitment to the use of renewable energy.

Potential. EXCELLENT. Built Estates section are awaiting the results of a feasibility study into the use of renewables in all its buildings on the Otterburn sites. Technologies included in this report are wind, solar, and hydro. Grant funding has been looked at and budget has been allocated for match funding for any suitable buildings.

Built Estates are about to commission another feasibility study into the potential use of biomass in its training buildings at Otterburn, and several redundant buildings on the same site. They are determined to ensure that a combination of a biomass district heating system, with individual biomass boilers for the more remote buildings, will be achieved.

Key contact for approach. Mark Hawksby, Built Estates Advisor – 0191 239 4304 or mark.hawksby@de.mod.uk .

6.77 CASTLE MORPETH BOROUGH COUNCIL

See reference 65

6.78 SUNDERLAND CITY COUNCIL

Information provided on file:

- Directorate & Regeneration Structure document

- Development framework for Port of Sunderland Regeneration study (short term and long term)
- Extract from Sustainability Policy.

The interviewee feels that although renewable energy is pro-actively considered in SCCs development projects, biomass and the concept of wood heat have not, and need a major awareness raising exercise.

Structure. See provided contact sheet for Development & Regeneration Directorate.

Policies and strategies. SCC have issued a Sustainability Policy (extract provided), which is a Climate Change Action Plan known as Future City – Future Lives

Potential. POSSIBLE. The Port of Sunderland Regeneration project includes a commitment to the use of renewable energy sources (copy provided), although it will more than likely be a wind project.

Key contacts for approach.

- Andrew Meara, Principal Planning Officer – 0191 553 1955 or andrew.meara@sunderland.gov.uk
- Steve Graham, LA21 Officer – 0191 553 1535 or steve.graham@sunderland.gov.uk

6.79 NEWCASTLE CITY COUNCIL

Information provided on file.

- Corporate Management Team membership list
- NCC Energy Targets
- NCC Business Model
- NCC Environment Charter.

Newcastle City Council is determined to take a lead in all areas of carbon management. NCC has committed to a major programme “Carbon Neutral Newcastle” a campaign to become the worlds first carbon neutral city. This campaign will drive forward all projects that will reduce carbon emissions, and help to drive forward the councils own energy initiatives. The campaign founder and Director is Allen Creedy. He also has overall responsibility for sustainable development within NCC, and is the LA21 Officer.

Structure. Documents and list of names provided. The departments relevant to this report are:

- 1) Directorate of Neighbourhood Services
- 2) Sustainable Unit Management Team
- 3) Energy Centre.

The Energy Centre drives forward current initiatives and provides energy advice to all NCC departments. The asset management team is also relevant to the report.

Policies and strategies. NCC have committed to “Charter for the Environment” copy provided. The 2004/05 Corporate Plan is available on the NCC website (was considered too large for printing for this report). EMAS (Eco Management Audit System) has already been adopted by two departments – Neighbourhood Services

and City Works – with NCC committed to adoption by all NCC directorates by 2006/07.

Potential. YES. The Newbiggin Hall development already has used solar PV systems on domestic housing stock, and is currently looking at the potential for a district heating scheme. NCC are looking again at the Byker district heating scheme, where a feasibility study has been commissioned, to look at ways of improving the existing system.

Key contacts for approach.

1. Allen Creedy, LA21 Officer, Sustainable Development Officer, and Director of Carbon Neutral Newcastle – 0191 211 5633 or allen.creedy@newcastle.gov.uk .
2. Colin White, Energy Officer for Energy Centre, 0191 211 5766 or colin.white@newcastle.gov.uk .

6.80 HM PRISON SERVICE

See reference 52

7 ANALYSIS OF THE RESULTS

Consideration was given to presenting an analysis of the results in a variety of ways - in graph or pie chart form, or as percentages of totals. However, it was felt that those methods could not give a true picture of the relative importance of the information gathered. For example, a barrier expressed by one organisation may not have been repeated across many others, but that particular barrier may have been crucial in preventing that project from proceeding. Therefore that barrier was of major importance in that particular case. Expressing it as a low percentage of an overall total would under-represent its importance.

We have decided therefore to present a summary of all the barriers expressed, as in many cases, the reasons against implementation of a particular renewables element were a combination of all the points shown.

However, before we present this summary, we offer for the sake of a statistical analysis:-

- 23 interviewees identified COST as a barrier. This represents 30% of the total, which is not a true reflection of the prominence of this barrier. Many of the organisations have never given any considerations to renewables projects, so were unable to comment of cost. More relevant are the 34 organisations who have given proper considerations to renewables projects. The cost barrier as a percentage of these organisations is a more worrying 68%.
- 19 interviewees claim their organisations are POSITIVE towards the future use of biomass. This represents 25% of the total.
- 4 interviewees claim their organisations have investigated a biomass project, but given up. This represents 5% of the total.
- 3 interviewees confirm their organisation has successfully completed the installation of a biomass heating project. This represents 3.9% of the total.
- 8 organisations were found to be negative towards the future use of biomass. This represents 10% of the total.
- 16 interviewees claimed to be unaware of the potential for biomass heating for public buildings. This represents 21% of the total
- 55 interviewees claim their organisations need to be made much more aware of biomass heating and its positive attributes. This represents 72% of the total, and the highest statistic of the survey.

The statistics therefore show two major barriers preventing a sustained increase in the use of renewable energy technologies, including biomass: - a) the inevitable higher capital cost, and b) the 72% need for improved awareness among public sector organisation personnel.

KEY FINDINGS

7.1 SUMMARY OF BARRIERS EXPRESSED.

Cost. As expected, this was the main barrier expressed by the majority of those interviewed. Sometimes however, projects have never reached the stage of costs being quantified, and are being dismissed on a perception. However, it has remained a general point throughout this survey that when budgets are tight, and costs need to be reduced, in nearly all cases renewables are the first items to be cut. Many examples were seen of previously enthusiastic and proactive environmental teams or individual LA21 members, whose enthusiasm has been dulled by persistent refusals or failures of projects on cost grounds. Some key renewables champions have almost reached the stage of giving up, perceiving that cost differentials are simply too great a barrier to overcome, and that the central support in terms of current grant regimes is wholly inadequate.

Fuel supply issues. Significant uncertainty exists about the security of the current and future biomass fuel supply chain. This of course is of particular sensitivity in the NHS sector, where energy use is high, and supply needs to be 100% consistent. This genuine concern could be partly explained by a lack of awareness of current activities and initiatives in this matter.

Fuel storage issues. For many of the more urban based organisations, the perception is that storage facilities are not or cannot be made available where on-site space is already at a premium. Although this is a very practical concern, there are still some urban buildings that could offer suitable storage facilities, so it would be inadvisable to simply exclude all urban organisations from any biomass promotional activity.

Too new. Most interviewees had some basic knowledge of biomass – indeed many had a good understanding of the concept and its technology. However, the belief throughout the rest of the organisations they represent is that biomass is too new and innovative. Technologies need to be tried, tested and proven over 5 or 10 years, before they can be accepted as mainstream. New and innovative technologies imply risk, which is usually avoided by all cost conscious design teams and decision making committees.

Too old. There also exists a belief that burning with wood is too low tech and inefficient, and has no place in today's high tech arena. As with the above barrier, this exists because of the general lack of awareness amongst the decision making teams of the public sector organisations.

7.2 ADDRESSING THE BARRIERS

The issue of cost difference, funding gap, economic justification is one that will need to be tackled with each and every project where renewables are considered. The brief for this report suggested that public sector organisations will be encouraged to look beyond the economic justifications. However, these organisations are already driven by environmental and sustainability targets, such as Local Agenda 21 (which some Authorities are renaming Local Action 21), which should already be encouraging them to look beyond the economics and consider wider benefits.

Clearly from the majority of interviews completed, most organisations are as yet unable to look beyond the economics, working to strict budgetary controls. Most projects discussed have been forced to look for cost savings, if their project was to move towards

implementation. Inevitably, any renewable energy element is the first to be cut from the project specification.

Public sector organisations are 'driven' by environmental and sustainability targets such as LA21. However, most of the policy and strategy documents seen during this study, that claim to be drivers, give only limited encouragement, and not requirement – suggestion and intimation, and not need or necessity. Admittedly, it is difficult to make actual requirements. However, perhaps it is because the 'drive' appears watered down in most policy documents that the subject is given a similar low priority when it comes to brief / tender / quote / implementation stages.

Many interviewees feel that delivered projects do in fact match the policy and strategy documents that drive them. The documents suggest that sustainable, alternative, green measures are explored and considered where appropriate. They are indeed explored and considered, and then quickly dismissed. If the policy documents were to include a much stronger take on renewables, projects would need to react and respond accordingly.

Several people made suggestions that a stronger lead from government / Office of the Deputy Prime Minister is vital, to force regional and local policy and strategy documents to do more than simply 'encourage'. This is a key point, for which lobbying may prove beneficial.

There were of course some cynical interviewees who suggested that whatever appears in policy and strategy documents, when it comes to cutting costs, renewables will be cut. However, it was generally felt that if the baseline was set higher, the result would be a greater uptake of renewable energy projects. This report provides the contact details for those people responsible for creating and developing their organisations policies and strategies. Full details appear in the database accompanying this report.

The other barriers can begin to be addressed by a co-ordinated campaign to raise awareness. Perceptions that biomass technologies are too old, or too new, are easy to address, as they are wholly incorrect. We know that these technologies are tried, tested, and proven, and that they are reliable and efficient. This comfort, reassurance, and indeed proof needs to be disseminated to as wide a market as possible. This report provides the contact details for those people responsible for specifying their organisations heating systems and project inception, design, and implementation. Full details appear in the database accompanying this report.

Barriers relating to fuel supply, delivery and storage can also be overcome to some extent by the campaign to raise awareness. Significant work is now taking place to address these issues, and create a better infrastructure, but most organisations interviewed are unaware of the progress being made. Greater awareness should lead to improving demand, which should support the many stages of the infrastructure. This is perhaps a simplified and optimistic picture, but is one which will undoubtedly benefit from a better all round understanding of the work already going on across our region.

One method of raising awareness would be to hold a series of seminar / demonstration / workshop / roundtable functions, hosted by enthusiastic and experienced teams. These interactive functions could examine case studies of existing UK biomass installations, see how the systems have been working and proven in other European countries and beyond, for over 20 years. The various technologies could be examined, hopefully with the opportunity of hands-on contact, and fuel supply issues could be discussed. This report provides the contact details for an ideal delegate list for such functions – please see the accompanying database for full details.

8 KEY ACTIONS REQUIRED

The survey has revealed a wide range of experience in renewable energy projects – from the completely untried, to the highly experienced. However the greater numbers remain nearer to the untried end of the scale. Several interviewees have claimed that their organisations hesitate over renewables projects, because they do not have the in-house experience to make them happen, and do not know where to begin.

Although not verbally expressed by any interviewee as a barrier, lack of awareness and understanding is undoubtedly standing in the way of further development. There are other barriers, cost being the most prohibitive and difficult, but when the people forming decision-making teams are unaware of the reliability, efficiency, flexibility and usability of renewable technologies, including biomass, they are highly unlikely to even get as far as the cost stage.

Fortunately, this unspoken but very real barrier is probably the easiest to address and resolve. As part of a focussed and targeted awareness campaign, a positive combination of some or all of the following ideas will help to drive forward public sector organisations awareness and understanding. These written activities can be delivered to the public sector organisation teams both on a direct basis at their own premises, and by a series of ongoing interactive workshop / seminar / roundtable functions, hosted by enthusiastic and experienced teams.

Information / action pack. An action pack aimed at public sector organisations would be of considerable help to our key contacts. This should include information on capital grant availability; promotional advice; handholding support; case studies of proven projects; details of sites willing to demonstrate their own success; and other practical guidance.

Central source of case studies. As we have stated above, there are a number of public sector organisations who have already achieved considerable success in the implementation of renewable energy projects – including biomass. Many interviewees suggested that the decision making teams within their organisations would seek reassurances that the technologies work, and evidence of their success. Some excellent case studies could therefore be prepared, aimed primarily at the teams and committees identified in this report (but also available to wider audience) that give the reassurances and evidence required, as well as offering valuable lessons to prospective project teams.

Demonstration sites. The case studies could also highlight those sites willing to demonstrate their success to other organisations. Those people who have achieved success are usually willing to show others, and seeing a successful installation first hand creates a powerful impression, and a convincing argument for replication.

A study of the role of PFI and external energy management companies. There are a growing number of examples of successful programmes, where Private Finance Initiatives and / or an external contractor – either a facilities or energy management company - works with the public sector organisation. A specific study of the roles of these external parties, and of the legislative background and existing constraints will lead to better understanding and appreciation of integrating renewables and biomass systems into often complex projects.

Policy and strategy review. Many interviewees expressed concern over their organisation's policy and strategy documents. All of the documents seen, some of which are included in the files accompanying this report, refer to some kind of support for climate change issues, energy efficiency improvements, sustainable development, and green

procurement. However, only a few give any firm commitment to the determined use of renewable energy. Accordingly, when building designers and specifiers, project managers and assessment committees look to ensure that forthcoming projects comply with their organisation's policy and strategy documents, the use of renewable elements can too easily be overlooked. A useful follow-up project could assess the policy documents of public sector organisations, and advise on how to strengthen their renewables commitment within their documents.

NHS Guide to Biomass / Renewables. Most of the NHS organisations interviewed appear to currently assume that by the very nature of their highly sensitive work, that renewable energy technologies and biomass specifically, cannot offer the security of supply that these organisations must have. Yet there are already biomass projects being successfully implemented by NHS Trusts in South Wales and Surrey, with others being considered. An awareness campaign delivered to the NHS Trusts in the North East will ensure that opportunities and potential are given due consideration, and not simply dismissed on historical perceptions.

9 CONCLUSIONS

All organisations interviewed have made significant and tangible progress in terms of environmental and sustainable awareness and action. Excellent results are being achieved by the widespread implementation of energy efficiency measures, in domestic, commercial, and industrial situations. All organisations have introduced 'green procurement' policies, again with excellent results. Many organisations claim to buy their energy from 'green suppliers'. Most organisations approach their development and regeneration projects based on 'sustainable' issues and environmental impact, with genuine consideration for the needs of future generations.

However, renewable energy in general and biomass in particular now needs to form the next significant part of the picture. Some public sector organisations are already taking the lead, and have successfully implemented various forms of renewable energy – including biomass – into their organisation's buildings. They have proved it can be done – even with all the barriers, perceived or real, that currently exist. The other public sector organisations can learn from successful projects and case studies, whether in the private sector, other European organisations, or best of all from their own colleagues who have already made it work.

There is already significant work being undertaken in trying to develop and co-ordinate the biomass fuel supply infrastructure. In order to fulfil the potential of this infrastructure, and the potential of the biomass industry in general, there must be a tangible network spread of large organisations with significant heat demands, creating overall demand volumes that will justify the capital expenditure required in establishing the local supply chain.

Public sector organisations offer that heat demand, and indeed offer the potential market referred to in the brief for this report. By addressing the above issues and actions, all public sector organisations have the opportunity to take the lead and show how much can be achieved with the necessary patience, focus, support, and determination.

All the key interviews carried out in this report, included debates about demand and supply – everyone using the old cliché 'chicken and egg situation'. If the demand is created, the supply will follow. Public sector organisations can and must create this demand, and they need both political pressure and government incentives to do it.

10 APPENDICES

Appendix 1 Example of interview form

Appendix 2 Example of LA21 Officer questionnaire

Appendix 3 Index of organisations

10.1 APPENDIX 1 EXAMPLE OF INTERVIEW FORM

STUDY OF DECISION MAKING CONCERNING BIOMASS HEATING PLANT IN THE PUBLIC SECTOR

FOR ONENORTHEAST AND THE ENVIRONMENTAL INDUSTRIES FEDERATION

Organisation.....
Address 1.....
Address 2.....
Town / City.....**County**.....
Post Code..... **Telephone Number**.....
Name of Interviewee.....**Job Title**.....
E-Mail address

A: People - Who are the main people influencing:

Q1) the installation of heating plant in your organisation's buildings? –

1(a) Name.....1(b) Job title.....1(c)Tel no.....
2(a) Name.....2(b) Job title.....2(c)Tel no.....
3(a) Name.....3(b) Job title.....3(c)Tel no.....

Q2) the specification of new buildings and their components? -

1(a) Name..... 1(b) Job title.....1(c) Tel no.....
2(a) Name.....2(b) Job title.....2(c) Tel no.....
3(a) Name.....3(b) Job title.....3(c) Tel no.....

Q3) development of the organisation's own energy and environmental¹ policy?

1(a) Name.....1(b) Job title.....1(c) Tel no.....
2(a) Name.....2(b) Job title.....2(c) Tel no.....
3(a) Name.....3(b) Job title.....3(c) Tel no.....

Q4) do you have an energy manager?

(a) Name.....(b) Job title.....(c) Tel no.....

B: Are there committees, boards, or external bodies who influence:

¹ * Policies affecting the way the organisation spends its money, (eg purchasing policy, energy policy etc)

Q5) the purchase of heating plant and fuel?

1(a) Committee1(b) Chair's name.....1(c) Tel no
2(a) Committee2(b) Chair's name.....2(c) Tel no

Q6) the specification of new buildings and their components?

1(a) Committee1(b) Chair's name.....1(c) Tel no
2(a) Committee2(b) Chair's name.....2(c) Tel no

Q7) development of the organisation's energy and environmental policy?

1(a) Committee1(b) Chair's name.....1(c) Tel no
2(a) Committee2(b) Chair's name.....2(c) Tel no

C: Please describe the organisational structure of the organisation & provide an organisational chart: (please provide copies where possible)

**Q8) 1: Supplied - yes / no
2: Comments + Weblinks**

D: Does the organisation have policies* (approved or in draft) that affect the use of heat and heat plant in your buildings? (Please provide copies where possible)

**Q9) 1: Supplied – yes / no
2: Comments & Weblinks**

E: Are you aware of the use of biomass for heating? Yes/No

Q10) Have you ever heard of biomass (wood or other organic products such as straw or nutshells) being used for heating?
Well aware / some info / unaware

F: Awareness - Do you know if wood (biomass) heating has ever been discussed by the people or committees above? Is there an awareness of biomass heating at:-

Q11) at officer levelcommitted / well informed / vague

Q12) at member levelcommitted / well informed / vague

Q13) Which departments are particularly pro-active in renewable energy including woodheat?

.....
Q14) Which members/committees are particularly pro-active in renewable energy including woodheat?

.....
Q15) Are there any department/individual/committee/members who are particularly negative towards wood heating? And renewable energy in general? (who...?) Yes / No

G: Heating buildings

Q16) Are any of the organisations buildings currently being heated by wood heat (biomass)?

If yes, which ones?.....

Q17) Are you aware if the organisation has considered using wood heat (biomass) to heat any of its buildings?
Yes / no / don't know

Q18) Are there any firm proposals to use wood heating in the organisations buildings?

(a) Yes / no / don't know

10.1.1.1.1 (b) If yes, where and what

heated?.....

Q19) Has the organisation tried and given up on any wood heat projects?

(a) Yes / no / don't know

(b) (Please, if you can, give info on the project and why it failed)

.....
H: Overall Attitudes

10.2 APPENDIX 2 EXAMPLE OF LA21 OFFICER QUESTIONNAIRE

QUESTIONS FOR LA21 OFFICERS - hopefully you will know the answers already!

Please put your name and job title: - LA21 OFFICER

Organisation:

If you need more space for your answers please use another sheet

1 People - Who are the main officers in your authority influencing:

a) the installation of heating plant in council buildings –

Name: Job title:

Name: Job title:

Name: Job title:

b) the design and components of new buildings?

Name: Job title:

Name: Job title:

Name: Job title:

c) the council's own environmental² policy?

Name: Job title:

Name: Job title:

2 Member involvement - Are there significant members or committees who influence:

a) the design/purchase of heating plant?

Member: .role/cttee name:

b) or specification for new council buildings?

Member: role /cttee name

c) or environmental policy*?

Member: .role/cttee name

Committee: cttee chair

Does the council have policies* that affect the choice of heat plant for council buildings?

PLEASE SEND COPIES OF POLICIES* IF POSSIBLE OR TELL US HOW TO GET THEM

THANK YOU VERY MUCH FOR YOUR HELP!

**Please print and complete the form and fax to North Energy –
01670 510300 or email patr@northenergy.co.uk**

* Policies affecting the way the authority spends its money, (eg purchasing policy, energy policy etc) not policies made by the council that affect the whole area, such as planning policy

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