

Committee on Climate Change

Corporate Plan 2009-12

Date: 31 July 2009

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1. Introduction

The Committee on Climate Change (CCC) is a Non-Departmental Public Body (NDPB) and became a statutory body on 26 November 2008 following Royal Assent of the Climate Change Act 2008. The CCC provides independent advice to the UK Government and Devolved Administrations on how the UK can best achieve its Greenhouse Gas (GHG) emissions reduction goals through setting and meeting Carbon Budgets and targets, as well as other issues on request.

This is the first Corporate Plan produced by the CCC covering the period 2009-12. It sets out our key objectives and plans for delivering our priorities over the three years, and incorporates our business plan for 2009-10.

1.1 Role and Focus

The Climate Change Act (2008) requires the CCC to:

- Provide advice, analysis, information or other assistance to Government on setting Carbon Budgets and targets and on climate change generally;
- Report annually to Parliament on the progress made in reducing greenhouse gas emissions.
- Assess the progress made towards implementing the UK Government's objectives, proposals and policies set out in the Secretary of State's adaptation programme

The CCC comprises eight members: a Chair and seven independent members. The Committee employs a Chief Executive and a Secretariat of around 30 staff to provide analytical and corporate support.

In addition, a statutory Adaptation Sub-Committee (ASC) has been set up from 1 April 2009 to support the Committee in its analysis of how the UK is adapting to climate change. It is chaired by Lord John Krebs, who also sits on the main Committee, and 5-8 members. The Sub-Committee utilises 6 of the CCC's secretariat staff.

The CCC is responsible to the UK Parliament, the Secretary of State for Energy and Climate Change, and relevant Ministers from Northern Ireland, Scotland and Wales.

The CCC is jointly-sponsored by the Department of Energy and Climate Change (DECC), the Scottish Government, the Welsh Assembly Government and the Northern Ireland Executive.

2. Strategic Objectives

The principal objective of the CCC is to provide independent advice to the UK Government and Devolved Administrations on:

- Setting Carbon Budgets and assessing the Government's progress towards meeting these
- Tackling climate change through building a low-carbon economy
- Developing a framework for adapting to climate change in the UK

The CCC will achieve this objective by:

- Providing independent evidence based advice to Government on the appropriate level of Carbon Budgets and targets and steps required to meet them
- Monitoring progress towards meeting Carbon Budgets and recommending any actions necessary to keep budgets on track
- Conducting independent research and analysis into climate change science, economics and policy as these relate to Carbon Budgets
- Scrutinising the preparation of the UK Climate Change Risk Assessment; and implementation of the Government's Adaptation Programme
- Engaging relevant parties with an interest in climate change to share evidence and analysis

The CCC will contribute to the Public Service Agreement (PSA) target 2 which DECC has with HM Treasury on reducing GHG emissions.

3. Achievements in 2008-09

The key achievements in 2008-09 related to delivery of the CCC's first report *Building a low carbon economy – the UK's contribution to tackling climate change*.

This report sets out the CCC's advice on setting and meeting Carbon Budgets, the 2050 target, the role of aviation and shipping, and scope of the UK's framework (all Kyoto GHGs vs CO₂).

The delivery of the report required design and implementation of an extensive analytical work programme and close interaction with a wide range of stakeholders.

Interim advice on the 2050 target, the role of aviation and shipping and the scope of the UK's framework was accepted by the Government and incorporated in to the Climate Change Act.

Advice on the level of Carbon Budgets was accepted and passed into legislation in July 2009.

Advice on measures to meet Carbon Budgets was accepted and reflected in the Government's Low Carbon Transition Plan published in July 2009.

Specific milestones in 2008-09 were:

- March 2008:**
 - CCC Workplan published
 - Kick-off events and thematic stakeholder events in London and regions
- 1 October 2008:**
 - Moved to new accommodation independent of Climate Change Group, Defra
- 7 October 2008:**
 - Interim advice on UK's 2050 emissions reduction target provided to DECC Secretary of State.
- 26 November 2008:**
 - CCC vested as NDPB
- 1 December 2008:**
 - CCC reported to the UK Government on Carbon Budgets and 2050 target
 - London launch event and media launch
 - Launch of CCC website and brand
- 8-12 December 2008:**
 - Launch events in Belfast, Cardiff and Edinburgh
- Jan-Feb 2009:**
 - Thematic stakeholder events
- Jan-Mar 2009:**
 - Development of 2009 Workplan

4. Business Objectives

Two business objectives guide the work of the CCC in 2009-10 (i.e. the year from 1 April 2009 to 31 March 2010):

Business objective 1: Fulfil duties under the Climate Change Act, including reporting on progress made in meeting Carbon Budgets.

We will achieve this by:

- Continuing to build an evidence base on realistically achievable emission reductions required to meet budgets and actions required to deliver these reductions
- Developing a set of leading indicators to inform design of a strategy for meeting Carbon Budgets and against which progress in reducing emissions can be effectively monitored
- Responding to ad hoc requests for advice from UK Government and Devolved Administrations (e.g. to review UK aviation emissions, to advise on setting annual emissions reduction targets under the Climate Change (Scotland) Bill, to support the Welsh Assembly Government's Climate Change Strategy)
- Starting work on the appropriate emissions reduction path through the 2020s in preparation for delivery of advice on the fourth budget (2023-2027) in 2010-11
- Starting work on the June 2010 progress report, including analysis of power market reform, the Carbon Reduction Commitment and incentives for reduction of agriculture emissions.
- Starting work on a review of the low carbon R&D framework in the UK.
- Scrutinising the preparation of the UK Climate Change Risk Assessment; and implementation of the Government's Adaptation Programme

Business objective 2: Ensure that the CCC's governance arrangements are fit for purpose to operate as a responsible and effective NDPB, meeting statutory and other requirements. We will achieve this by:

- Adopting corporate processes to ensure sufficient transparency and decision support
- Developing corporate and human resources processes that will facilitate the hiring, retention and development of a skilled and professional workforce
- Establishing appropriate internal controls, controlling costs and driving efficiency
- Ensuring independent financial reporting and accounting arrangements are in place
- Putting in place sustainable and effective environmental policies
- Developing and implementing an effective communications strategy for internal and external stakeholders.

We describe activities to support these objectives in more detail in Section 6.

5. Key Deliverables

The CCC has three key deliverables in the year 2009-10:

- A report on progress in reducing emissions to be submitted to Parliament in September 2009. This report will set out leading indicators against which future progress can be assessed and policies for emissions reductions which together could form the basis of a strategy for meeting Carbon Budgets. The report will include a discussion of progress in reducing emissions and analysis of the current macroeconomic situation and implications for meeting Carbon Budgets.
- A report on UK aviation emissions, as requested by the UK Government in January 2009 and due to report in December 2009. The report will assess UK aviation emissions reduction trajectories for the period to 2050 under alternative assumptions about demand, carbon efficiency improvement whilst continuing to use fossil fuel based kerosene, and possible use of biofuels or hydrogen. Based on this analysis, the report will consider any implications for investment in infrastructure to meet the Government's target that emissions in 2050 will return to 2005 levels. The report will also cover a high level assessment of a global deal on aviation emissions.
- An Annual Report, which will summarise key achievements against objectives and include audited accounts.

In addition, the CCC is currently in discussion with the Scottish Government about the advice it will provide to fulfil the advisory functions of the Climate Change (Scotland) Bill. Agreeing the final terms of the advice to be provided will occur once the Bill receives Royal Assent; however, it is expected that this will require a report on setting Scottish annual targets between 2010 and 2022, to be delivered early in 2010. Further, the CCC has agreed with the Welsh Assembly Government how the CCC will support the Climate Change Strategy for Wales; providing more detail on some of the findings of the CCC's inaugural report and responding to the Strategy consultation in 2009.

In 2010-11, there are a further four key CCC deliverables:

- A report to the UK Parliament on progress in reducing emissions, to be delivered in June 2010. This report will draw on the September 2009 report, assessing progress against leading indicators.
- A report on the fourth Carbon Budget (2023-27). This report will consider the appropriate level of emissions reduction ambition for the 2020s taking into account longer term emissions reduction objectives and opportunities for emissions reduction in the UK and more generally.
- A report on the UK framework for low-carbon research and development requested by BIS.
- A report on the appropriate level of the cap in the second phase of the Carbon Reduction Commitment.
- An Annual Report, which will summarise key achievements against objectives and include audited accounts.

Further, the CCC may be required to advise on the transition from the Interim to Intended budgets, depending on progress made in agreeing a new global deal to reduce emissions at Copenhagen or in subsequent meetings. The Scottish

Government has also indicated that advice will be requested on the next batch of annual targets (2023-2027) in Scotland, to be delivered in 2010-11.

Annex A outlines the CCC work programme

The ASC will:

- Publish a work programme setting out its approach to providing advice on the UK Climate Change Risk Assessment by October 2010.
- Publish a preliminary assessment of climate change risks and responses by the end of 2010.
- Provide formal advice on the Government’s risk assessment by summer 2011.

Main deliverables for the planning period, both by the CCC and by the UK Government in response to the CCC as required under the Climate Change Act are:

	2009-10 1 April to 31 March	2010-11 1 April to 31 March	2011-12 1 April to 31 March
By 1 June	Government to set first three Carbon Budgets		
30 Jun		CCC to publish second annual progress report including assessment of cap for second phase of Carbon Reduction Commitment.	CCC to publish third annual progress report
			Government to set fourth budget 2023-27
July	Government to publish Energy and Climate Change White Paper	CCC to publish review of UK low-carbon R&D framework	ASC to provide formal advice on risk assessment
	CCC to publish annual report and accounts	CCC to publish annual report and accounts	
Oct	CCC to publish first annual progress report	Government response to CCC’s second progress report	Government response to CCC’s third progress report
	ASC to publish work programme		
Dec	CCC to report on aviation	CCC advice on level of fourth Carbon Budget 2023-27	

		ASC to publish preliminary report on UK risk assessment	
15 Jan	Government response to CCC's first annual progress report		

6. Business Activity Plan for 2009-10

Business objective 1: Fulfil duties under the Climate Change Act, including reporting on progress made in meeting Carbon Budgets.

<i>Area</i>	<i>Activity to support this</i>	<i>Milestones</i>	<i>How measured</i>
Advice and Progress Report			
Analytical	Develop Workplan to ensure effective delivery of progress reports	Workplan finalised for: 1 st progress report - Mar 09 2 nd progress report - Dec 09 ASC approach to risk assessment – October 09	Committee signs-off Workplan
	Procure and complete research and consultancy services to build evidence base for key areas of analysis	1 st progress report: Jan 09 - July 09 2 nd progress report: Dec 09 - Apr 10	
	Liaise with other Government departments on use of Government models	Ongoing	Consistency with Memorandum of Understanding
	Develop progress indicators	Mar - Aug 09, ongoing tracking of emissions against indicators	
	Draft 1 st progress report	July - Sep 09	1 st Progress report published by 12 th October 09: well received.
	Initiate work on 4 th Carbon Budget (2023 -2027)	Oct 09 – Mar 10	
Other advice	Discuss requirements with Sponsor	Agree resources and delivery dates	

Area	Activity to support this	Milestones	How measured
	<p>Group and relevant authorities</p> <p>Respond to specific requests for advice including:</p> <ul style="list-style-type: none"> - Aviation emissions review - Review of framework for low-carbon technology R&D (DIUS) - Advise on setting annual targets under the Climate Change (Scotland) Bill - Support the Climate Change Strategy for Wales 	<p>Work Plan implementation through 2009</p> <p>Review to commence in October 2009</p> <p>Agree resources and delivery dates</p> <p>May 2009 – delivery of additional data and information on first report analysis; October 2009 respond to Strategy consultation</p>	<p>Review published by December 2009</p> <p>Review published in in July 2010</p> <p>Response to Strategy consultation by early October 2009</p>
Stakeholder engagement	Engage with representatives working on climate change to share research and gain input into analysis	Ongoing stakeholder events	Positive stakeholder survey

Business objective 2: Ensure the capability of CCC and its people to operate as a responsible and effective NDPB, meeting statutory and governance requirements.

<i>Area</i>	<i>Activity to support this</i>	<i>Milestones</i>	<i>How measured</i>
Human Resources			
Ensure the CCC is appropriately staffed	Continuous review of our workforce requirements to ensure they are fit for purpose	Completion of recruitment programme to fill vacancies - August 09 and as required	Feedback from employees Attain required complement of staff.
	Design and implement effective performance appraisal policy and appropriate learning and development training	Performance appraisal system finalised - July 09 All staff have clear objectives and professional development plans (PDPs)- July 09	Performance appraisal and PDP monitoring (October and March each year)
Establish effective pay and reward mechanisms that are robust, fair and equitable for all staff	Align CCC pay remit with that of parent department (DECC)	Implement pay awards in line with DECC	Pay awards implemented on time in line with DECC pay remit
Ensure that staff are engaged	Staff involvement in the development of initiatives and ways of working that affect them	Implement revised Staff survey – July 2009	Feedback and evaluation
		Hold team away-day - Mar 2009 and Oct 2009	Feedback and evaluation

Area	Activity to support this	Milestones	How measured
Finance			
Deliver effective financial control systems, high quality management information and decision support system	<p>Implement robust financial process</p> <p>Produce annual accounts</p> <p>Develop rolling 3 year Corporate Plan</p>	<p>Financial management reports produced - Monthly</p> <p>Revise forecasts for 2010-11 and 2011-12 budget with Sponsor Group – Dec-Feb 2010</p> <p>Draft produced - May 2009</p> <p>Accounts and report signed - July 2009</p> <p>Draft CCC Corporate Plan for 2010-2013 – Dec to Mar 2010</p>	<p>CCC operates within appropriate budget constraints in 2009-10</p> <p>CCC and Sponsors Group agree 2010-11, 2011-12 and 2012-13 allocation</p> <p>Clear positive audit opinion</p> <p>Accounts laid before Parliament</p> <p>Corporate Plan signed off by Board and Sponsors Group</p>
Ensure cost-effective sustainable procurement	Procurement policies and procedures are embedded within CCC	Audit trail of all procurement - ongoing	Satisfactory audit reviews
Deliver effective corporate services by controlling costs and driving efficiency	<p>Review contracts of corporate support service providers including shared services, IT, internal audit ahead of renewal of annual contract.</p> <p>Renegotiate existing/ appoint new service providers, as appropriate</p>	<p>October 2009</p> <p>Dec – Jan 2010</p>	Demonstrate value for money in operations
Ensure high standards of governance, accountability and transparency	Establish and implement internal audit process and Audit Committee.	June 2009	Quarterly Internal Audit and Audit Committee review.

Area	Activity to support this	Milestones	How measured
Environmental Policy			
Ensure sustainable effective environmental policies	<p>Develop a Committee wide environmental policy, within constraints of the sponsor department</p> <p>Corporate carbon footprint of CCC monitored and plans for reduction as appropriate</p> <p>Carry out energy efficiency audit and plan / implement remedial actions as appropriate</p>	<p>Committee agrees policy – June 09</p> <p>Ongoing monitoring</p> <p>Audit completed by Aug 2009</p>	<p>Publication of policy in Annual Report and Accounts for 2008/09 and monitoring performance in subsequent reports</p> <p>Annual Committee discussion</p> <p>Energy Performance Certificate issued by August 2009</p>
Communications			
Develop and implement an effective communications strategy for both internal and external stakeholders	<p>Events and other regular engagement activity with people from across climate change sector.</p> <p>Ongoing liaison with media and public relations work to raise CCC's profile</p> <p>Publication of CCC's reports</p>	<p>Launch events held for; Progress report – 12 October 2009, Aviation report – 8 December and launch of Adaptation sub-committee work plan Autumn/Winter 2009</p> <p>Sector-specific workshops held to input into analysis – 2008/09</p> <p>Intensive interaction prior to and during report launches</p> <p>12 October, 8 December – 2009, Adaptation reports, Annual Report and Accounts – July 2009</p>	<p>Feedback from events</p> <p>Balanced, regular and extensive media coverage – analysed through circulation figures of news cuttings.</p> <p>Quality Publications/ documents published on schedule</p>

Area	Activity to support this	Milestones	How measured
	<p>Ongoing development of design, content and usability of CCC website</p> <p>Review communications strategy for 2010-11</p>	<p>Website design updated to reflect content of Progress Report by October 2009</p> <p>Launch of CCC Website – 1st December 2008</p> <p>Launch of ASC mini-site – October 2009</p> <p>Search-engine optimisation work and pay-per click ad campaign – March 2009</p> <p>Social networking sites set up – June 2009</p> <p>CCC newsletter for stakeholders - from May 2009 monthly</p> <p>Feb 2010</p>	<p>Google analytics reports of web traffic - daily</p> <p>CCC online web survey results – May 2009</p> <p>Email feedback from newsletter recipients.</p> <p>Strategy presented and approved by Committee by March 2010</p>

7. Communication

The CCC is a high-profile and independent public body which provides expert advice on setting and meeting Carbon Budgets. To ensure that we build our profile and that we communicate effectively with Government, other organisations and the wider public we will:

- **Engage with relevant stakeholders** including Government departments, business and industry, NGOs and academics. Specifically, we will:
 - organise a series of events (e.g. sectoral workshops to share and develop our approach to buildings, transport, power, etc.).
 - meet with stakeholders on a bilateral basis
 - present our findings extensively (e.g. to organisations, conferences)
 - attend and contribute to international events (e.g. the UN 2009 Climate Summit in Copenhagen) and work with key actors internationally (e.g. US Government, European Commission, etc.)

- **Develop the CCC website** as our primary communications tool. We will:
 - continue to develop site content
 - work on search engine optimisation and inbound-linking work to drive up traffic to the site
 - create social networking site pages for the CCC
 - produce a monthly e-newsletter for stakeholders,
 - undertake online marketing survey work,
 - produce news stories and audio and video material.

- **Raise the media profile** of the CCC through ongoing public relations and media work including:
 - placing of regular articles in national and sector press
 - management of press enquiries
 - regular relationship-building meetings with main national press contacts

8. Resource Management

8.1 Finances

The CCC is funded by DECC and the Devolved Administrations in the form of Grant-In-Aid, on an agreed population model (DECC 84%, Scotland 8%, Wales 5% and Northern Ireland 3%.)

The Grant-in-Aid has been confirmed for 2009-10 and 2010-11 (on an indicative basis), while that for 2011-12 will be agreed during the next Government spending review.

Over half (55%), of CCC's expenditure is spent on staff. The next single largest component of expenditure is research and consultancy at just under 20% of total budget.

In line with the Government's value for money efficiency targets, the CCC is committed to controlling costs and driving efficiencies. Compared to 2008-09, going forward our requirement is based on a reduced headcount, a reduced research and consultancy budget relative to the size of the work programme, and a large scaling back of non-pay running costs (except those for corporate services, which are non-discretionary).

Income and expenditure for the CCC over the period 2009-2011 is summarised below:

	2008-09	2009-10	2010-11	2011-12
	Budget 4 months	Allocation Final	Allocation Indicative	To be agreed
	£000	£000	£000	£000
Income				
Grant in Aid ¹				
- DECC	1,448	2,855	2,891	
- Scotland	145	286	290	
- Wales	85	167	169	
- Northern Ireland	50	99	100	
Total Income	1,728	3,407	3,450	
Expenditure				
Pay (Committee and Secretariat)	562	1,694	1,737	
Research and consultancy	250	750	750	
Operating costs	743	708	708	
VAT ¹	173	255	255	
Total Expenditure	1,728	3,407	3,450	

The ASC is funded by Defra and the Devolved Administrations in the form of Grant-In-Aid. The four administrations jointly fund the UK Climate Change Risk Assessment comprising 50% of annual ASC cost based on an agreed

¹ CCC has been advised that as an NDPB, it will be liable to pay VAT on a non-recoverable basis from 1 December 2008. The Grant in Aid, therefore includes cover for VAT. For ease of calculation, VAT has been calculated at 17.5% for each year, rather than 15% for three quarters of next financial year, and 17.5%, for the rest of the period.

population model (Defra 84%, Scotland 8%, Wales 5% and Northern Ireland 3%). The balance 50% of annual ASC costs will be paid by the UK Government for the ASC's work on the Adaptation programme.

Income and expenditure for the ASC over the period 2009-2011 is summarised below:

	2009-10	2010-11	2011-12
	Allocation Final	Allocation Indicative	To be agreed
	£000	£000	£000
Income			
Grant in Aid ²			
- Defra	795	800	
- Scotland	36	37	
- Wales	21	21	
- Northern Ireland	13	13	
Total Income	865	871	
Expenditure			
Pay (Committee and Secretariat)	525	525	
Research and consultancy	150	150	
Operating costs	144	144	
VAT ¹	46	52	
Total Expenditure	865	871	

8.2 Personnel

We require a headcount of around 23 staff in the CCC secretariat and 6 staff in the ASC secretariat in 2009-10 to be able to undertake our work programme. Our staff have been recruited from the civil service and from other organisations. The majority of staff are now permanent employees of the CCC. Annex B contains the current CCC organisation structure.

² CCC has been advised that as an NDPB, it will be liable to pay VAT on a non-recoverable basis from 1 December 2008. The Grant in Aid, therefore includes cover for VAT.

Annex A CCC Work Programme

The CCC analytical work programme for **2009-10** will focus on:

- First progress report due by 30 September 2009
- UK aviation emissions review due by December 2009
- Responding to ad hoc requests for advice from UK Government and devolved administrations

First progress report

In the first annual progress report to the UK parliament and the Devolved Administrations, the focus will be to set out a UK level framework against which future progress in reducing emissions can be monitored.

A key component will be to develop a set of leading indicators which can be used by the UK Government and Devolved Administrations to drive forward the emission reduction pathway to 2020 and help measure progress in achieving a low carbon economy. There will be four levels of indicators:

- Indicative sectoral emissions
- Drivers of sectoral emissions (e.g. average g/kWh for power generation, energy demand, g/km for new cars)
- The next level of drivers (e.g. renewables capacity added, number of houses insulated, number of electric car charging points installed)
- Incentive frameworks required to make things happen (e.g. package to support energy efficiency improvement in homes)

The report will also include:

- Commentary on the trends in GHG emissions at the UK and Devolved Administration levels
- Assessment of the impact of the macroeconomic downturn/ credit crunch on design of the carbon framework

We also plan to advise the Devolved Administrations this year on how the methodology at the UK level might be extended and adapted to inform appropriate regional budgets/ targets/ contributions to UK budgets. This advice could cover some of key areas including the:

- Appropriate emissions reduction targets.
- Appropriate approach to accounting for the traded sector
- Use of carbon offset credits in meeting Scottish Government targets.
- Methodology for inclusion of international aviation and shipping emissions

Aviation Review

The CCC has been asked by the Government to undertake a review to be completed by December on how UK aviation emissions can be limited to below 2005 levels in 2050 highlighting any implications for investment in infrastructure.

The workplan comprises four parts and will be supported by both commissioned consultancy projects and in-house analysis:

- Developing scenarios for UK aviation demand and emissions.
- Analysing potential for improvements in carbon efficiency while continuing to use fossil fuel based aviation kerosene.

- Assessing scope for use of biofuels and hydrogen in aviation.
- Considering high level aspects of a global framework for aviation.

Ad hoc requests for advice

The Committee will provide advice to UK Government or Devolved Administrations when requested. We have agreed to the following requests:

- Review of the appropriate cap for the second phase of the Carbon Reduction Commitment, to be delivered in summer 2010.
- Review of framework for low-carbon R&D framework in 2010, to be delivered in summer 2010.
- Advice to fulfil the advisory functions of the Climate Change (Scotland) Bill. Agreeing the final terms of the advice to be provided will occur once the Bill receives Royal Assent; however, it is expected that this would require a report on setting Scottish annual targets between 2010 and 2022, to be delivered early in 2010.

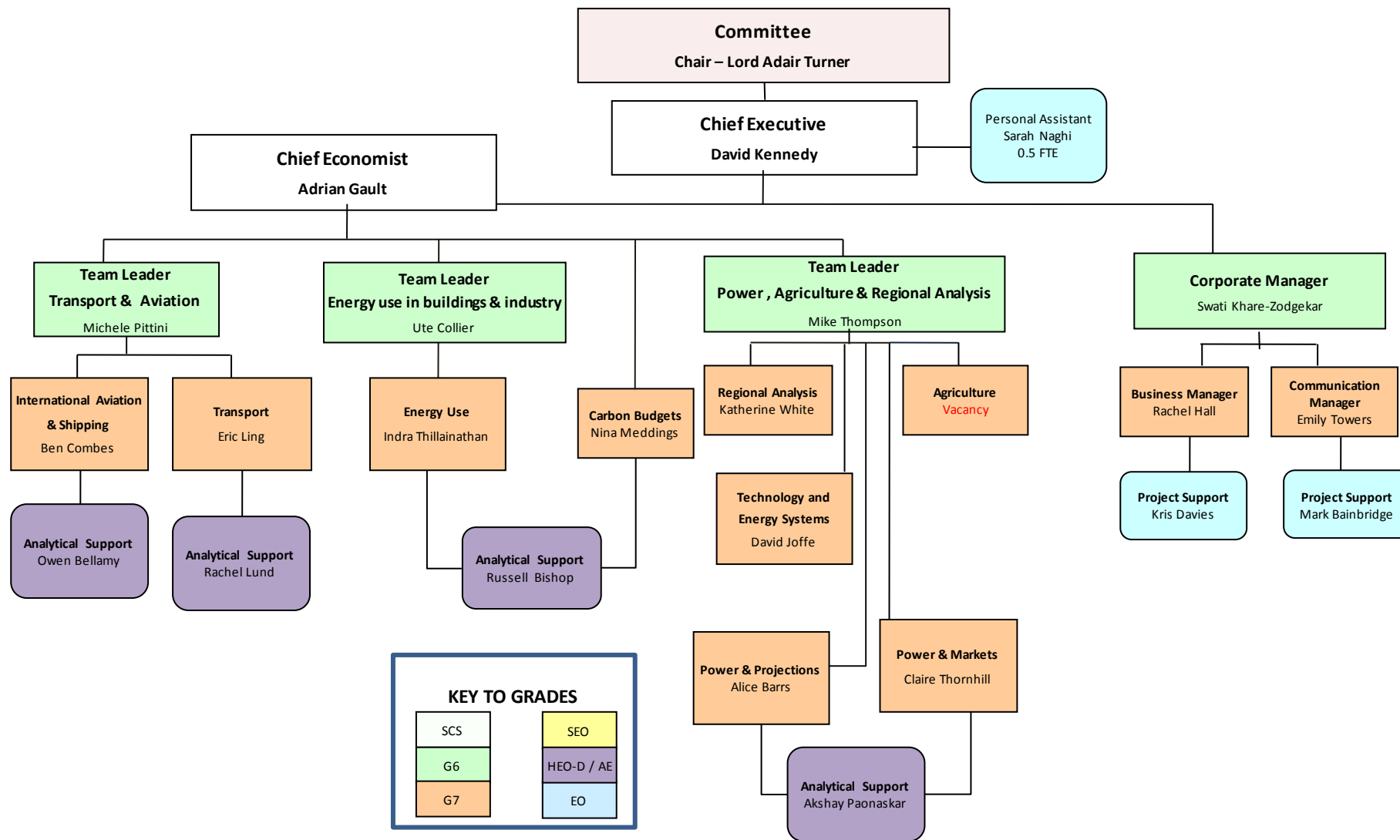
We have agreed with the Welsh Assembly Government how the CCC will support the Climate Change Strategy for Wales in 2009-10 by providing more detail on some of the findings of the CCC's inaugural report and responding to the Strategy consultation in Autumn 2009. In May 2009, the CCC provided advice to Welsh Assembly Government on the applicability of the disaggregated abatement potential to the Welsh 3% target, expanded on the methodology behind behavioural options and provided detailed background data.

In **2010-11**, the CCC work programme will focus on:

- A report to the UK Parliament and Devolved Administrations on progress in reducing emissions, to be delivered in June 2010. This report will draw on the September 2009 report, assessing progress against leading indicators.
- Report on the fourth Carbon Budget (2023-27). This report will consider the appropriate level of emissions reduction ambition for the 2020s taking into account longer term emissions reduction objectives and opportunities for emissions reduction in the UK and more generally.
- Report on the UK framework for low carbon research and development (see above).
- Report on the appropriate level of the cap in the second phase of the Carbon Reduction Commitment (see above).

In addition, the CCC may be required to advise on the transition from the Interim to Intended budgets, depending on progress made in agreeing a new global deal to reduce emissions at Copenhagen or in subsequent meetings. The Scottish Government has also indicated that advice will be requested on the next batch of annual targets (2023-2027) in Scotland, to be delivered in 2010-11.

Annex B CCC Organisation Chart



KEY TO GRADES	
SCS	SEO
G6	HEO-D / AE
G7	EO

Annex C ASC Organisation Chart

