

Diocese of Exeter: Shrinking the Footprint

TEN YEAR STRATEGY 2010-20

Summary Paper

This strategy is owned by the Bishop's Diocesan Council delegated to the Council for Church and Society. Resourcing is via the Diocesan Board of Finance.

There are a number of key challenges which underpin this strategy: climate change, peak oil, energy security, food security. As part of our covenantal relationship with God and the Earth, we need to be working towards a just and sustainable stewardship of the world and its natural resources.

More detail on these activities and progress during the first three years of the campaign is available in "Diocese of Exeter Shrinking the Footprint: Report on Activities 2007-09", published on www.exeterstf.org.uk.

Vision

The vision of Exeter StF is to:

- Achieve a sustainable future for Exeter Diocese (CofE in Devon), in terms of the environment, financial security, energy security and viability of local communities.

Exeter StF will work in the seven subject areas laid out in the national "Church and Earth 2009-2016" – Buildings and assets; Governance and partnerships; Education and young people; Lifestyles; Pastoral and community work; Media and advocacy; Celebration – in order to:

- **Take action** to achieve sustainable operation of the Diocese (organisation).
- **Influence** other organisations within the Diocese (CofE in Devon), to work towards sustainability.
- **Encourage** individuals – members of congregations, school staff and children, any others in contact with churches and activities in the Diocese (CofE in Devon) – to take positive action.
- **Lobby** external bodies in the church (e.g. Church Commissioners, Church Procurement Service), local and national government and elsewhere to improve the context in which we are working.

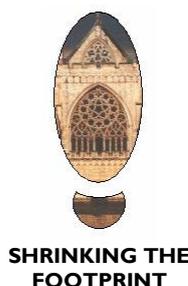
Objectives

The key objectives of this strategy include being able to measure the Diocese's annual carbon footprint; reducing carbon emissions in the Diocese compared with the 2005-08 average by at least 24% by 2015 and 42% by 2020; measuring our annual ecological footprint; seeking to maximise potential financial benefits in the longer term; encouraging green investment; developing renewable energy projects; reducing consumption of fossils fuels and promoting local energy and food sourcing.

A number of key strategies are identified, including further re-assessment of the Diocesan estate regarding energy and food, partnerships with green suppliers, reviewing travel, encouraging local mission initiatives, supporting climate justice campaigns, using art to celebrate the richness of Creation, and deepening our worship and understanding of God as the maker, giver and redeemer of life.

TEN YEAR PRIORITISED ACTION PLAN

If this basic Strategy is agreed, a prioritised ten year action plan will be put together for the BDC in January 2011. This will include proposals for resourcing this work for the next 3 years.



**Diocese of Exeter
Shrinking the Footprint
TEN YEAR STRATEGY
2010-20**



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Christian Mission is the transformation of contemporary culture into the 'Kingdom of God'. This reign is marked especially by right relationships, justice for the vulnerable, peaceful resolutions to conflict and a deep sense of integrity with the whole of life. As Climate Change contributes to ecological destruction, the expansion of poverty, and systematic human suffering, it is not compatible with the purposes of God and is a key challenge to the mission of the Church. For these reasons it is a priority for our Diocese.

Ownership

This strategy is owned by the Bishop's Diocesan Council delegated to the Council for Church and Society.

Resourcing is via the Diocesan Board of Finance.

The Diocesan Strategic Framework is focussed on ***Moving on in Growth***, which is expressed in the CCS Strategy and Work Plans '*Growing More Socially Responsible*'. This includes Climate Change Action which has been identified as a key priority for the Diocese and reinforced at three separate Synod motions, the most recent in October 2009.

Moving on in Growth implies deepening our engagement in God's world. It is not possible to grow Mission Communities and not participate in the daily issues to be found in our society at this time. Global warming is one concern that negates the abundance of life that Jesus offers to all.

Background

The wider context

There are a number of key challenges which underpin this strategy: climate change, peak oil, energy security, food security. As part of our covenantal relationship with God and the Earth, we need to be working towards a just and sustainable stewardship of the world and its natural resources.

Climate change is an issue of respect for the planet's ecology, care for creation and justice for neighbour. The Church of England has published targets for carbon emissions reductions in the seven-year plan "Church and Earth 2009-2016" – by at least 42% in 2020 and by 80% in 2050.¹ It also includes the aim of reducing the Church's collective ecological footprint to a 'One Planet' level by 2050 at the latest. (this refers to reducing our environmental demands to within the carrying capacity of the Earth. At current excessive rates of consumption we require up to ten planets). Whilst there are other contributing factors, this campaign focuses primarily on reducing carbon emissions.

Developing technology will play a role in both adapting to and mitigating climate change, including more efficient energy production from renewable sources.

Global energy prices have been volatile in recent years, and this will continue as the era of cheap oil and gas approaches its end. Hence the price and security of energy supply are both issues. In 2009, all six Diocesan Synods in the South West passed a motion committing them to: (i) take steps to reduce consumption of energy derived from fossil fuels and, (ii) to purchase their electricity from any supplier which provides a Green Tariff and which undertakes to invest heavily in the production of energy from renewable sources and, (iii) to invest in renewable energy sources.²

The food system is also extremely dependent on oil, and a movement to local food will increase the resilience of local communities.³

Finally, there are the challenges of ensuring the growth and economic sustainability of congregations in Devon and of securing Diocesan finances into the future.

¹ Church of England, "[Church and Earth 2009-2016](#)", 2009

² See <http://www.exeterstf.org.uk/working-together>

³ Soil Association, "[Rethinking Britain's Food Security](#)", 2008

What we have already done

Nationally the three biggest contributors to greenhouse gas emissions are *power production* (mainly electricity), *buildings* (including homes) and *transport* (the fastest growing sector). Exeter Diocese applied this to our own situation, concluding that the Shrinking the Footprint campaign needed to radically examine our activities in five areas: Procurement and Supplies; Property and Plant, Transport and Travel, Personal Lifestyles, and Theology and Worship.

It is clear that there are larger measures to be taken such as procuring bulk supplies or the potential of solar electricity from Diocesan estate, but many small actions can be taken by people in church and at home, and the promotion of more sustainable lifestyles personally and communally through local churches is central to Shrinking the Footprint.

More detail on these activities and progress during the first three years of the campaign is available in “Diocese of Exeter Shrinking the Footprint: Report on Activities 2007-09”, published on www.exeterstf.org.uk.

Definitions

Diocese (organisation)

Staff employed by DBF, at Old Deanery and remotely; Bishops staff; Old Deanery offices.

Diocese (CofE in Devon)

Parishes and mission communities, including church buildings, offices and halls, churchyards and other parish land holdings; clergy housing and Bishop's Palace; Church of England schools; Diocesan offices and glebe land; Exeter Cathedral, Cloisters, West Wing and Green.

Voluntary Aided (VA) schools

Controlled by the Diocese, in that it appoints the majority of governors and can influence the curriculum

Voluntary Controlled (VC) schools

Maintained by the Local Authority; Diocese appoints the minority of governors and has no influence on the curriculum.

Exeter StF

The Shrinking the Footprint campaign in Exeter Diocese (CofE in Devon), run by the Diocese (organisation).

DCCCC

Devon Christian Climate Change Coalition. Ecumenical campaigning group, including main church aid agencies

DCGA

Devon Churches Green Action. Ecumenical group promoting ecological awareness and activity amongst local churches

DeCEN Devon Churches Energy Network

DARE Devon Association for Renewable Energy

DevonCAN Devon Climate Action Network

GAP Global Action Plan/ENVISION. Voluntary sector energy organisation

Transition Town – community-led engagement with issues of climate change and peak oil at a local level

Vision

A Vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration, the basis for all the organization's planning. It could answer the question: "Where do we want to go?" or "What aspirations do we have for the world in which we operate and have some influence over?". It provides clear decision-making criteria.

The vision of Exeter StF is to:

- Achieve a sustainable future for Exeter Diocese (CofE in Devon), in terms of the environment, financial security, energy security and viability of local communities.

Mission

A Mission statement defines the fundamental purpose and activities of an organisation, succinctly describing why it exists and what it does to achieve its Vision. It could answer the question: "What can we do (or contribute to) to fulfil the aspirations in our Vision?". It should be possible to elucidate the Mission statement in terms of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives.

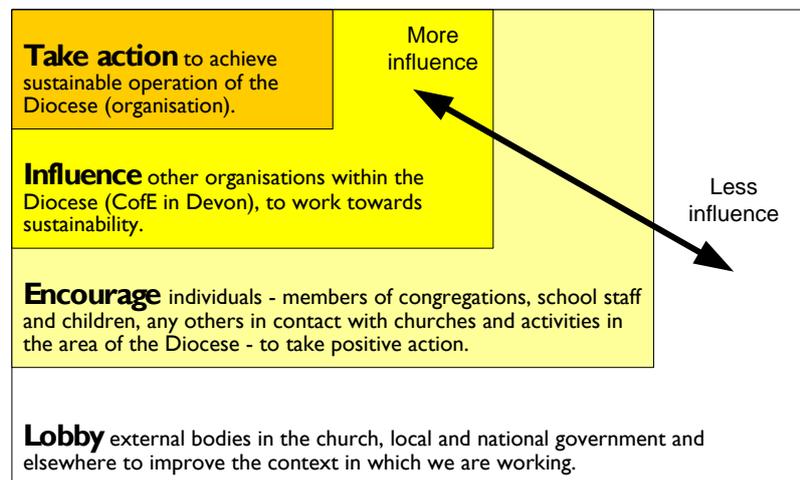
Some people confuse Mission statements with Vision statements. A Vision statement defines the organisation's purpose or broader goal for being in existence and can remain the same for decades if crafted well. A Mission statement is more specific to what the organisation itself can achieve.

Exeter StF is aligned with the five Anglican Marks of Mission:

- To proclaim the Good News of the Kingdom
- To teach, baptise and nurture new believers
- To respond to human need by loving service
- To seek to transform unjust structures of society
- To strive to safeguard the integrity of creation and sustain and renew the life of the earth

Exeter StF will work in the seven subject areas laid out in "Church and Earth 2009-2016" – Buildings and assets; Governance and partnerships; Education and young people; Lifestyles; Pastoral and community work; Media and advocacy; Celebration – in order to:

- **Take action** to achieve sustainable operation of the Diocese (organisation).
- **Influence** other organisations within the Diocese (CofE in Devon), to work towards sustainability.
- **Encourage** individuals – members of congregations, school staff and children, any others in contact with churches and activities in the Diocese (CofE in Devon) – to take positive action.
- **Lobby** external bodies in the church (e.g. Church Commissioners, Church Procurement Service), local and national government and elsewhere to improve the context in which we are working.



Values

Values are beliefs that are shared by the organisation. They govern the organisation's culture and priorities, and its conduct or relationships with society at large, customers, suppliers, employees, local community and other stakeholders.

Some people confuse Value statements with Mission statements. A Mission statement should be very hard-nosed while Value statements can deal with 'softer' issues surrounding the organisation.

Exeter StF will seek long-term benefits, rather than necessarily short-term gains. Finance will not be the main driver for action, and Exeter StF will not necessarily seek the highest return, but it is clear that serious steps to reduce energy consumption or increasing renewable energy production is likely to bring economic benefit in the longer term.

Exeter StF will actively collaborate with other organisations in the Church of England, other denominations and faiths, and other environmental organisations. It will also encourage collaboration between parishes and other organisations at a local level. In particular, Exeter StF will collaborate with the other Dioceses in the south west on initiatives where the group can become more than the sum of its parts.

Exeter StF will not compete to be first or best, and is willing to learn from others' successes and mistakes. On the other hand, Exeter StF is willing to be first, and through sharing and publicising its work to allow others to learn from its successes and mistakes.

Exeter StF also views collaboration and publicising its work as a means of participating in Christian mission.

Exeter StF recognises that resources are limited, and that its operation must be sustainable, in line with its vision. It will therefore have a low risk appetite.

Objectives

The results the organisation needs/wants to achieve in the medium/long term. They should relate to the expectations and requirements of all the major stakeholders, including employees, and should reflect the underlying reasons for running the organisation. These objectives could cover charitable aims, return on investment, growth, etc. It is good practice to prioritise.

Carbon and ecological footprints

Exeter StF has adopted the objectives laid out in "Church and Earth 2009-2016": reduce carbon emissions by at least 42% in 2020 and by 80% in 2050; and reduce the ecological footprint to a 'One Planet' level by 2050 at the latest. On the timescale of this strategy, these objectives translate to...

Obj1: By 2012, Exeter StF will be able to measure the Diocese's (CofE in Devon) annual carbon footprint with confidence.

Obj2: Exeter StF will reduce carbon emissions in the Diocese (CofE in Devon) compared with the 2005-08 average by at least 24% by 2015 (Obj2.1) and 42% by 2020 (Obj2.2).

The baseline for the emissions targets should be 1990, but there is no information for this year about the carbon footprint of the church. One option would be to use the national Shrinking the Footprint benchmarks, e.g. 38 tons of carbon per church. The preferred option would be to use a baseline of actual emissions in 2010, which will mean that they are consistent with baselines for energy consumption, but also tougher to meet. Another option would be to aim for annual emissions reductions; a 42% reduction over 10 years is equivalent to 5.3% per year.

Data are currently available for churches over 2005-08 from Measuring Our Footprint, and for the Old Deanery from 2006-08, so the average over these years is used as an interim baseline. Data are also being collected from the Cathedral and schools, but clergy housing will be more of a challenge. If the response rate from Measuring Our Footprint continues to

be low, confidence in the measurements will also be low, and it may be better to continue to use an average as the baseline, e.g. 2008-10.

Savings greater than the targets will be applied in areas of the Diocese where feasible, to counterbalance areas where savings are less available.

Obj3: By 2016, Exeter StF will be able to measure the Diocese's (CofE in Devon) annual ecological footprint with confidence, and be able to define what is meant by a 'One Planet' level by 2050.

Obj4: By 2016, Exeter StF will have defined any interim targets, and agreed plans to achieve these and the 2050 target.

Financial

Obj5: By 2015, Exeter StF will be breaking even.

Exeter StF currently has a small annual budget, and generates a small amount of income (from the Ecotricity scheme) and cost savings (from the energy, water and waste reduction activities). By 2015, Exeter StF will be able to generate sufficient funds to cover its own budget, including any additional staffing and budget items.

Obj6: At least 50% of the Diocese's (organisation) investments will be in green and ethical investments by 2015 (Obj6.1), including renewable projects on the Diocesan estate, and will be carbon neutral by 2020 (Obj6.2).

Obj7: By 2020, Exeter StF programmes will be generating substantial annual revenue to the Diocese (organisation) and churches. The target for revenues will be defined by 2012.

Double-counting will need to be avoided, e.g. where revenue flows to the Diocese (organisation) via churches.

Obj8: The annual return on investment of renewable projects on the Diocese's (organisation) estate will be at least 5% by 2015 (Obj8.1) and 8% by 2020 (Obj8.2).

Energy

Obj9: Reduce the Diocese's (CofE in Devon) consumption of fossil fuels compared with the 2005-08 average by at least 25% by 2015 (Obj9.1), and 40% by 2020 (Obj9.2).

Obj10: At least 15% of the Diocese's (CofE in Devon) energy usage will be from local sources by 2015 (Obj10.1), and at least 25% by 2020 (Obj10.2).

The Obj9 targets could also be couched in terms of % of total consumption of energy, i.e. reduce the share of fossil fuels to at most 90% by 2015 and 80% by 2020. The preferred option would be to use a baseline of actual emissions in 2010, which will mean that they are consistent with baselines for carbon emissions. Data are currently available for churches over 2005-08 from Measuring Our Footprint, and for the Old Deanery from 2006-08, so the average over these years is used as an interim baseline.

The Obj9 and Obj10 targets have been checked for consistency with each other and with the Obj2 target for carbon emissions – see accompanying spreadsheet. In order to achieve Obj2, it will be necessary to reduce energy consumption as well as achieve Obj9 and Obj10.

Dependence on fossil fuels will be reduced through cutting energy consumption, by improved efficiencies, and by sourcing energy from renewables. The renewable sources might be through buying electricity and gas from green energy suppliers (e.g. Ecotricity), generating and consuming energy from renewable sources, or exporting renewable electricity to the grid to offset consumption elsewhere. Double-counting will be avoided.

Key Strategies

The means or policies by which the mission, objectives etc. may be achieved. They can cover the organisation as a whole including such matters as diversification, organic growth, or collaborations, or they can relate to primary matters in key functional areas.

Buildings and assets

Including Procurement

Buildings and assets comprise:

- Buildings: Old Deanery, Bishop's Palace, Cathedral and cloisters, churches, offices and halls, clergy housing, VA and VC schools.
- Land: Diocesan glebe land; Churchyards and other parish land holdings.
- Investments: Diocesan investments; investments held by the Diocese (organisation) on behalf of parishes.

KS1: Develop a Carbon Management Plan, which as well as including the goals below, will cover a number of strategies in different areas, e.g. travel under Lifestyle. The following goals may change, as the CMP is developed. One challenge to be addressed is that greater community use of church buildings (Diocesan policy) will lead to greater energy usage.

Goals:

- Develop a Carbon Management Plan covering the whole Diocese (CofE in Devon) by 2012 (supporting Obj1-4,9), and by 2016 the Diocese will have a rigorous Carbon Management programme.
- Clarification of carbon neutrality and its achievability
- All buildings to be audited for energy use, carbon emissions, water and waste disposal by 2013 (supporting Obj1,3; national target). Audits may be desk-based and generic, or involve site visits. Recommendations should be made on management efficiencies, low cost improvements, and low carbon projects.
- All departments set targets for shrinking their carbon footprint by yyyy (supporting Obj2)
- Reduce energy consumption in buildings by 15% by 2015 and by 25% by 2020 (supporting Obj2,9).
- 13% of electricity purchased from a green supplier by 2015, and 20% by 2020 (supporting Obj2,9).
- 5% of gas purchased from a green supplier by 2015, and 10% by 2020 (supporting Obj2,9).
- At least one building in the Diocese (CofE in Devon) will be carbon-neutral by 2016 (supporting Obj2; national target)
- Reduce water consumption by x% by yyyy (contribution to targets defined under Obj4)
- Reduce waste production by x% by yyyy (contribution to targets defined under Obj4)
- Develop, promote and deliver training for PCCs and church wardens from 2010.

KS2: Generate renewable energy and income from Diocese (CofE in Devon) land and buildings. Options include: wind, biomass, solar farms on glebe land; PVs on roofs of churches and other buildings; other renewables in churches and other buildings. (See Appendix A).

Goals:

- Develop a management plan for each piece of church land by yyyy.
- If viable, set up an energy company to install PVs on church roofs and other buildings by 2011, and achieve a rate of return of x% (or annual revenue of £x) by yyyy (supporting Obj5,7,8,10).
- Agree a plan for development of wind energy on Diocesan land by 2010 (supporting Obj7,8,10).
- Agree a plan for development of biomass on Diocesan land by 2011 (supporting Obj7,8,10).

KS3: Review Diocesan investments. The national Shrinking the Footprint campaign is proposing developing the Environmental and Ethical Investment Policies of the Church into a 'Sustainable Investment Policy', working by 2020 towards dis-investment from fossil fuel extraction and supply companies and towards a portfolio that is carbon-neutral, whilst offering maximal return for minimal environmental and social impacts.

Goals:

- Diocesan Board of Finance (DBF) to explore possible plans for a 'greener' investment portfolio by 2012.

KS4: Negotiation deals with green suppliers. These might be bulk-buying deals with energy supply companies (see KS1), or for energy consultancy or installation of energy efficiency measures. The motivation is partly financial – reducing energy bills, and providing the Diocese with a small income stream for referring other organisations or individuals. Working with the SW Dioceses may add clout to bulk-buying deals.

Goals:

- Continue and publicise a green energy scheme with Ecotricity or another supplier, and an energy efficiency scheme with CosyDevon or its successors throughout 2010-20 (supporting Obj5,7).

KS5: Promote sustainable procurement practices. Where possible use local suppliers, from food at meetings to energy consultancy.

Goals:

- All organisations sign up to the national StF guidelines on Sustainable Procurement of Resources, and the LEAF principles for food purchasing – Locally produced, Environmentally grown, Animal friendly, Fairly traded – by 2015 (supporting Obj4).
- Diocese (CofE in Devon) becomes a Fairtrade Diocese by 2016.

Governance and partnerships

KS6: Resource this strategy by employing an officer who will focus on generating energy and income from the Diocesan estate and supporting church investment decisions, supported by resource from other areas of the Diocese (organisation) and volunteers.

Goals:

- Budget for a full-time (or near full-time) staff member and appropriate resourcing from other departments from 2011.
- Train a team of volunteers to undertake energy audits and lead energy workshops across the Diocese (CofE in Devon) by 2012.
- Set up a team of volunteers who can communicate on the issues and ideas for solutions by 2011 – e.g. speaking, newsletter articles, website.

KS7: Engage fully with the SW Dioceses Regional Environmental Group, in particular to pursue initiatives in co-operation that individual Dioceses cannot pursue in isolation, and to

derive greater influence by joining together to represent the church's interest (from Group's ToR). Examples: energy company, negotiate deals for energy or consultancy procurement deals, advocacy

KS8: Support the national StF campaign, in particular where action at a national level is more appropriate than at regional level. Examples: development of national policy and guidelines (Sustainable Investment Policy, Sustainable Procurement of Resources), influencing planning and government policy, sharing of experience, provision of case studies.

KS9: Set up and support green networks for support and action, such as the green clergy group, church green groups and DCGA, DCCCC, DeCEN, ECEN, Devon Faith and Belief Forum, DevonCAN, Transition initiatives in Devon.

Education and young people

Work with CCYP, Property department, and the Diocesan Youth Church Adviser to develop Key Strategies.

Schools buildings will be covered in the Carbon Management Plan, see Buildings and Assets above, and see Lifestyles below re Eco-Schools and travel plans.

Possible areas for Strategies and Goals:

- Explore potential post of Green Youth Officer, across SW Dioceses
- Schools working in partnership with parishes and mission communities (VA schools only?) – pester power (children's influence at home), school involvement in e.g. harvest or other themed services, assemblies, churchyard projects
- Promote Education for Sustainable Development
- Influence curriculum (VA schools only) – develop, promote and deliver appropriate courses and modules for children and young people
- Renewable energy projects – schools on their own, or schemes across local area
- Working with Local Authorities to influence curriculum content in non VA schools

Lifestyles

Including Travel

KS10: Promote sustainable travel and transport across the Diocese (organisation) and Diocese (CofE in Devon). Both aspects will be covered by the Carbon Management Plan (KSI). This will need to recognise the scattered and rural nature of much of the Diocese.

Goals:

- Diocese (organisation) staff will endeavour to reduce their personal car travel by x% by yyyy.
- All VA and VC schools will have travel plans by 2012, covering pupils, teachers and support staff, school events (e.g. parents' evening, concerts), other events at school (e.g. evening classes).

KS11: Encourage Diocesan (CofE in Devon) organisations to achieve green standards, such as becoming Eco-Congregations, Eco-Schools, Fairtrade parishes, and engaging with local Transition communities and Low Carbon initiatives. This is probably the best way to reach and encourage individuals to take positive action.

Goals:

- Exeter Cathedral to become an Eco-Cathedral by 2016 (national target).
- X% of churches to become Eco-Congregations by 2016.
- All VA and VC schools to become Eco-Schools by 2016.

KS12: Tell stories to encourage action – stories of climate injustice, e.g. in Link Dioceses; success stories, case studies and best practice; cautionary tales.

Pastoral and community work

KS13: Encourage development of churches as community spaces, in particular in rural areas working with the rural officer. Encourage use of local contractors and engagement of local people in land and building projects wherever possible, to build a sense of ownership and community. For parishes and mission communities, this will also improve access to grants for energy and environment schemes.

KS14: Support vulnerable individuals and communities in Devon by being alert and sensitive to changing local weather patterns, which may affect local communities which suffer from environmental impacts such as flooding and drought, and individuals/families in fuel poverty.

Goals:

- Publicise CosyDevon scheme in every church from 2010.
- Develop Pastoral Support training initiatives
- Involvement in Emergency Planning

Media and advocacy

KS15: Work with SW regional group and national StF campaign to develop relationships with related organisations, in order to influence climate and related policy, and create a helpful policy climate for action, e.g. work on church buildings. Examples: DEFRA, DECC, CLG, Environment Agency, Met Office, Local Authorities.

KS16: Support advocacy organisations and overseas mission agencies and their campaigns for climate justice worldwide. In particular, encourage further work with the Devon Christian Climate Change Coalition (DCCCC).

KS17: Encourage all organisations in the Diocese (CofE in Devon) to use media to communicate issues and win hearts and minds; celebrate success stories; provide advice and spark ideas.

Goals:

- Develop a Communications Plan by 2011.
- Maintain and expand the www.exeterstf.org.uk web presence, either as a stand-alone site or as part of the Diocesan website.

Celebration

Including the exploration of what Climate Change means in theological terms.

KS18: Encourage the worship of God as creator, which underpins all we do. This will include encouraging parishes and mission communities to mark Creation Time in September and/or arrange special festivals and services which recognise the work of God as Creator, and encouraging Devon Faith and Belief Forum to establish shared celebration of creation across the different traditions.

Goals:

- Maintain and expand the worship and liturgy resources on www.exeterstf.org.uk.
- Cathedral observes Creation Time each year.

KS19: Develop a theological understanding of the links between ecology, spirituality and faith.

Goals:

- Explore with the SW Dioceses and other partners (e.g. Universities) the setting up of an 'Eco-Institute' for green theology by 2015.
- Train clergy and lay readers – develop modules for delivery as part of the SWMTC and CMD by 2013.
- Educate parish officers and members of congregations – develop, promote and deliver appropriate educational material by 2013.

KS20: Use art to celebrate creation and challenge to action.

Goals:

- Season of Creation activities in the Cathedral in 2010.
- Roots of Inspiration project
- Earth Heart in 2012/2013.
- Crown of Thorns sculpture in 2010

KS21: Including creation theology teaching, natural resource use and stewardship as part of Mission Action Plans

Goals:

- Eco-Congregations
- Conservation work
- Community energy projects

Major Goals

These are specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the company's objectives. Goals may be directly associated with Key Strategies. In setting goals, take account of the level of influence on that organisation or in that area.

Goals are associated with Key Strategies above.

Strategic Action Programmes

The implementation plans for the Key Strategies. These should cover resources, objectives, time-scales, deadlines, budgets and performance targets.

Carbon Management Plan (Appendix A)

Plan under development, working with GAP consultants.
See KS1 and other related KSs

Energy Auditing Programme

In conjunction with DARE and DeCEN, a number of energy audits and feasibility studies have taken place with local churches across the Diocese over the past 5 years. In some cases this has led to energy conservation measures being put into place and efficiencies made. These professional checks are still available on request at a subsidised rate through an ongoing programme.

Diocesan Estate: Solar PV 'Joint Venture' with SW Dioceses

Negotiations taking place with Bath & Wells, Gloucester, Ecotricity and other partners for a regional project to finance and install solar (photo-voltaic) panels on churches and other community buildings.

Should include:

- Initially PVs on church roofs; extend to energy efficiency assessments and refurbishments of churches and housing
- Business model for what churches get – roof lease, reduced/free electricity, etc.
- Run procurement exercise for installers and technology by yyyy
- Develop common DAC guidance and policies on energy and renewables by yyyy
- Work across Dioceses to influence national and local planning, and national bodies consulted by Local Planning Authorities (e.g. IHBC, EH).

Diocesan Estate: Wind

See docs in "P:\CCS_DEO\Shrinking the Footprint\Diocesan estate"

And "P:\CCS_DEO\Shrinking the Footprint\Plans\Exeter Diocese StF - Ten Year Plan (2010-20) template.doc" for a template including guidance on what to include in a plan.

Evaluate land holdings for initial viability – XY looked at some, also passed to Ecotricity but no response yet

Move from low risk to high risk

- Start with developer leasing land
- Move towards doing it ourselves

Stages for initial project

- Identification of land to offer to developer
- Procurement exercise for selection of developer
- Expected revenue profile

Timings for follow-up project(s) – will overlap

Diocesan Estate: Biomass

See docs in "P:\CCS_DEO\Shrinking the Footprint\Diocesan estate"

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Evaluate land holdings for existing woodland, feasibility

Grants available from DECC etc

Evaluate likely market and options for business model

Food and Farming

There is a strong correlation between world food production and global warming, and agriculture is now a net contributor to greenhouse gas emissions. This includes declining ability of the soil to absorb carbon. The reasons for this are complex, but one consequence is that Britain will need to become much less dependent on imported food and also reduce its oil-dependency in agricultural production.

See "P:\CCS_DEO\Shrinking the Footprint\Plans\Exeter Diocese StF - Ten Year Plan (2010-20) template.doc" for a template including guidance on what to include in a plan.

Plan for encouraging local food
 Supporting more local producers, growers and community food businesses
 Reducing food miles
 Use of church land for local food production
 Love Local (working title) event in Cathedral in 2012

Stakeholder analysis

See brainstorm at "P:\CCS_DEO\Shrinking the Footprint\Plans\Exeter Diocese StF - Stakeholder Analysis.doc"

In particular to cover

- Strategy for relationships with Ecotricity (review each year, keep negotiating, play off against Good Energy etc), SW Diocese Group (what is local, regional, national).
- Building working relationships within Diocese (organisation).

Communications plan

Plan under development, working with Comms team

There's plenty of guidance on the web, e.g.

http://www.aimhigher.ac.uk/sites/practitioner/communications/communications_resource_pack/developing_a_communications_plan.cfm seems good.

Use "P:\CCS_DEO\Shrinking the Footprint\Plans\Exeter Diocese StF - Situation Analysis.doc"

Tie comms activities into seasons, events, etc.

Some comms might be better coming from SW group or national StF campaign

Suggested aims:

- Communicate issues and win hearts and minds
- Celebrate success stories
- Provide advice and spark ideas.

Suggested content:

- More on what communications are trying to achieve
- Evaluation of different audiences and how to reach them, including social media
- Use and content of www.exeterstf.org.uk, stand-alone or included in new Diocesan website
- Use of local, national and church press, radio and TV
- Annual reporting against this Strategy and Plans
- Annual reporting on Measuring Our Footprint and Old Deanery Environment Report
- Promotion of Ecotricity, CosyDevon and similar schemes
- Stories, case studies, best practice
- Image library
- Leaflets

28th January 2011