

energise

Tackling the threat of climate change and ending the misery of cold homes

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We've signed up to 10:10
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Ofgem draws on CSE's know-how

Energy regulator calls on CSE's expertise to explore increased focus on sustainability

The energy regulator Ofgem is rarely out of the news. The challenges of 'keeping the lights on', delivering affordable fuel bills, and making the transition to a low carbon society – three of the key objectives of sustainable energy – all touch on Ofgem's primary remit to protect the interests of existing and future consumers in the gas and electricity markets.

Following a recent restructuring in which a powerful new Sustainable Development Division was created, Ofgem asked the Centre for Sustainable Energy to help it explore the implications of an increased focus on sustainability for the way the organisation approaches consumer protection and regulation.

The project, involving internal staff workshops, stakeholder interviews and a review of existing practices, has been led by CSE's Chief Executive, Simon Roberts. "We are delighted to work with Ofgem on this critical initiative. We found an impressive level of engagement right across Ofgem and a strong commitment both to tackling the challenges and to realising the opportunities which emerge."

Sarah Harrison, Ofgem's Senior Partner for Sustainable Development, welcomed CSE's involvement. "In

"CSE's knowledge and its ability to design and run an effective and involving review process was invaluable"

establishing this new division in Ofgem, it is important to spend some time developing our understanding of sustainable energy, thinking about how that relates to our statutory duties, and considering how to ensure it is consistently embedded in all of our work and communications."

"CSE's knowledge in this area and its ability to design and run an effective and involving review process were invaluable."

• www.ofgem.gov.uk

• For more on CSE's work with Ofgem contact simon.roberts@cse.org.uk



An electricity pylon viewed through miscanthus, or elephant grass – a carbon neutral energy crop. Ofgem has asked CSE to help it adopt a sustainable energy perspective

Making the case for 'energy justice'

For the final event marking our 30th anniversary we hosted a workshop to explore the relationship between social justice and UK climate policy

Because many current UK climate policies are funded through energy bills, they hit poorer households hardest. But does this matter? Or is the question of social justice a distraction from the paramount issue of tackling climate change?

This was the core issue under scrutiny at a workshop organised by CSE at the Coin Street Community Centre, London on 30 November 2009.

The workshop attracted a strong field of attendees from government, NGOs, charitable foundations, the energy industry and academia, and featured sessions on subjects such as:

- What do we mean by 'fair' or 'just' in UK climate policy?
- Who should pay for what?
- Does inequality matter?

The 'capturings' from these sessions will be distilled into a report identifying key areas for further research.



Above: Dr Kate Pickett and Professor Simon Caney share their research with assembled delegates (below)

Vicki White is a research worker at CSE and was a facilitator at the workshop. "Delegates were able to talk through some issues which are rarely addressed, like 'Should we worry about who pays when the critical thing is that the policy works?'"

Perhaps unsurprisingly, most attendees agreed that climate policy should, in principle, be 'equitable', although how this is put into practice is less clear. Two especially relevant speakers in this regard were **Professor Simon Caney** of the University of Oxford, who delved deeper into the practical application of 'fairness' and **Dr Kate Pickett**, co-author of 'The Spirit Level', a widely reviewed book that sees 'equality' as the key to successful and happy societies.

Other speakers were **Nick Hartley** (former Head of Energy Economics at DTI), **Paro Konar** (Senior Analyst, DECC), **Derek Lickorish** (Chair of the Fuel Poverty Advisory Group), **Jenny Saunders** (Chief Executive, National Energy Action), and CSE's **Joshua Thumim**.

"This event, the last of our 30th anniversary year, will invigorate the debate around the importance of achieving fairness in climate change policy," said Simon Roberts, CSE's Chief Executive, who chaired the workshop, "and it contributes to the framing of the concept of 'energy justice'."



Foot fault: Wimbledon asks CSE to measure its carbon footprint

CSE is well on the way to finishing a contract to carry out an energy audit for the All England Lawn Tennis and Croquet Club, hosts of the famous Wimbledon championships.

Steven Andrews, who admits to owning a little-used tennis racket, explains how the project is two-fold: "On the one hand we're assessing the energy consumption and carbon footprint of the club itself, which operates year-round as a private members' tennis club. On the other, we're doing the same for the Championships as a stand-alone event."

Initial results will help Wimbledon meet the government's Carbon Reduction Commitment (CRC) and could be the first step towards a wider sustainability strategy. This may include a staff engagement programme to encourage an energy saving work culture, exploration of the potential for renewable energy, and reducing the environmental impact of the new Court 3.

"The club is interested in ensuring that its operations are always carried out in a responsible manner" said John Cox, Wimbledon's Buildings and Services Manager.

CSE is leading a project team that includes carbon-footprint pioneers, Best Foot Forward and the Ecos Trust.



Facilities like the media room are very energy intensive

"We are delighted to be working with one of the most prestigious tennis clubs in the world" said Simon Roberts, CSE Chief Executive. "Sports venues are major consumers of energy and international sporting events are increasingly examined for their environmental impact, so this is a very exciting project for CSE to be tackling."

- Download a background paper, speaker presentations and a 'next-steps' report at www.cse.org.uk/30london
- CSE is very grateful to National Energy Action for its generous contribution towards the costs of this event

- For more details about this project contact steve.andrews@cse.org.uk
- Read more about CSE's technical consultancy at www.cse.org.uk

What makes a good home energy display?

'In-home energy displays' are increasingly popular gadgets that show how much electricity your home is using. But what design works best for householders? CSE set about trying to find out

Research shows that households which use a home energy display become more energy aware and cut their electricity usage by between 5 and 15%. Unsurprisingly, then, the government regards these gadgets as critical to lowering domestic energy use and wishes to see smart meters in every home by 2020.

But what makes a good energy display? It's an important question, because while good displays have the potential to engage consumers and influence their behaviour, poorly designed ones are likely to confuse, mislead or bore them. What little research exists in this area was undertaken by energy suppliers and is kept under wraps for reasons of commercial sensitivity.

CSE's research – undertaken on behalf of the Energy Saving Trust – involved three stages.

Three-pronged research

Firstly, two expert literature reviews were undertaken. The first, by Dr Sarah Darby of the Environmental Change Institute at the University of Oxford, focused on the existing literature on real-time home energy displays. The second, undertaken by Dr Clive Frankish of the University of Bristol, examined the wider literature on the psychology of human interaction with visual displays.

Secondly, we conducted interviews with individuals from companies selling displays.

And thirdly we undertook focus group work – the core part of the study. Five focus groups were recruited, each

containing seven or eight people. Each group met twice.

At the first meeting the participants collectively designed an energy display showing the kinds of features they thought would be useful. Afterwards, each member of the group was given a real one to take home and use. At the second meeting, eight days later, they described how they got on with it. Overall their experiences were mixed. In some cases the display was considered unreliable or confusing; in others

it was difficult to read, or provided either too much information or not enough. In the light of this, each group reviewed their initial designs and drew up new ones.

Along with the focus group process, this practical experience of using displays teased out differences between what people initially thought they would like on a display and what they actually ended up wanting, and helped to clarify what was genuinely useful and what was superfluous.

The report's authors, Will Anderson and Vicki White, conclude that the government should draw up specifications for energy displays, such as the one displayed in the main picture, to ensure that they

meet the needs and expectations of consumers. Four design factors stand out:

- 1) The display should be mains-powered but have an internal battery to enable mobility in the home.
- 2) The default display should include a clear analogue indicator of current rate of consumption, the current rate of consumption as a rate of spend in pounds per day (numeric) and the cumulative daily spend in pounds (numeric)
- 3) The display should show, by pressing a single button, the spend in each of the last seven days, and the spend in the last complete week, month and quarter.
- 4) The display should offer the option (by pressing a single button) of switching units from money to power, i.e. from pounds per day to kilowatts and kilowatt-hours.

• For further details on this project, and to download CSE's full research report and/or an Energy Saving Trust summary, go to cse.org.uk/projects/view/1120

On display

There are many energy consumption displays on the market, costing between £30 and £100 (below). Most will tell you how much electricity you're using right now, as well as how much you used last week, last quarter etc, and will let you set them to display in terms of money (£/hour), in watts or in CO₂ emissions (kg/day).

The Wattson, below, emits a different colour according to how much electricity is being used. It's probably the coolest kid on the energy monitor block, but it lacks most if not all the functions that our research suggests persuade people to actually switch things off.



Feasibility studies for the Community Sustainable Energy Programme

CSE expertise is in demand as we assess the potential for low-carbon measures in community buildings

CSE's technical consultancy team has been busy undertaking feasibility studies for communities applying for funds from the Community Sustainable Energy Programme (CSEP).

This is an open grant programme funded by the Big Lottery Fund and administered by BRE.

The programme aims to increase the uptake of small-scale renewable energy

installations by offering grants to not-for-profit, community-based organisations such as schools or colleges, registered charities and trusts, parish councils, and faith groups. Technologies that can be funded include solar (PV or hot water), wind turbines, heat pumps, biomass boilers and certain energy efficiency measures (e.g. cavity wall insulation).

CSE was selected for the programme

because of our experience in assessing the suitability (or otherwise) of various renewable energy options and other energy efficient measures for buildings, particularly those used by communities of all kinds. As a registered consultant for the programme we have visited many groups seeking to apply for grants and helped them to identify the best available options (see examples below).

Two kinds of grant are available. Firstly, there is a £1m pot for 'project development grants' – studies investigating the feasibility of installing one or more low-carbon technologies. The maximum grant available is £5,000 or 75 per cent of the study cost – whichever is lower.

The second 'capital' grant is for the purchase and installation of the technology and energy efficiency measures. Some £8 million is available, and organisations can claim up to £50,000 or 50 per cent of the project cost – whichever is lower.

The young, the old and the cold

Steven Andrews describes three of the community buildings we've assessed so far



Spaniorum Hill scout facility

"This was an unusual feasibility study, chiefly because there was no building to assess, but only large amounts of materials instead – thousands of concrete blocks and dozens of roof trusses, along with doors, windows and flooring.

"This worked to our advantage; because there was no existing building, we were able to work with the scout group to ensure that what will eventually be constructed will meet the highest standards of energy efficiency.

"The best renewable energy option on this exposed site on the north edge of Bristol is wind, and we recommended a 15kW turbine. The scout group has applied successfully for a capital grant for this."



Goring Almshouses

"These splendid Oxfordshire buildings are Grade I listed and date from 1724. They include 12 apartments for retired local people, a chapel, a small hospital, a school (now flats), and a community building, all set in 25 acres of woodland and pasture. Our assessment revealed that the energy efficiency of the buildings should be increased as much as is possible – not always easy in buildings of this vintage.

"The almshouses' trustees are keen on renewables and we recommended a combination of biomass (making use of the wood supply on the doorstep), solar water heating and a small wind turbine – which will generate an income when feed-in-tariffs start in 2010."



Roadwater Village Hall

"This building – solid walled and within Exmoor National Park – presented considerable challenges from a low-carbon point of view. It's well used in summer, but not so much in winter when it feels cold and uncomfortable.

"Further energy efficiency measures including internal wall insulation would help. The hall's management was interested in generating electricity from a nearby river, but it has neither sufficient flow nor 'head' to be viable. Solar options are limited by the very small section of south-facing roof. We recommended instead a log-fired heating system which could use biomass from a nearby woodland which the village hall trust luckily owns."

- More examples of our work for the Sustainable Energy Programme can be found at www.cse.org.uk/csep

- For more information about the programme itself see www.communitysustainable.org.uk

Improving the Fuel Poverty Indicator

It's now an even better tool for predicting levels of fuel poverty

CSE's Fuel Poverty Indicator – a web-based tool that can be used to predict levels of fuel poverty in England – has been redesigned.

This will come as good news to the users of the site, most of whom are professionals within the energy or health sectors.

For them, the value of the site is the freely downloadable data that details the likely incidence of fuel poverty ward by ward. This information helps them target fuel poverty alleviation initiatives at areas that contain higher numbers of fuel poor households.

The Fuel Poverty Indicator has received thousands of visits since its launch in 2003. The data it has provided has been used to inform affordable warmth strategies, improve the design of insulation schemes and understand the links between fuel poverty and other factors such as ill-health.

Thanks to the redesign of the site, this data is now simpler to access.

CSE's Ian Preston helped develop the original website and worked on the re-launch. "By focusing on small areas where the need is greatest, the Fuel Poverty Indicator avoids a costly and inefficient 'scatter-gun' approach.

"Not only does it now look better, but it works better, too. We hope it will continue to play a major role in the development of measures to target fuel poverty."

• www.fuelpovertyindicator.co.uk

• For more details about what CSE is doing to combat fuel poverty work, see www.cse.org.uk/fuelpoverty or contact ian.preston@cse.org.uk

Capital hot-spots

CSE has built a 'heat map' for London that pinpoints areas of the capital suitable for community heating systems

Developers, planners and others with an interest in decentralised energy can now 'prospect' for sites in London where **community heating systems** might be viable. This is thanks to the **London Heat Map**, a pioneering website built by CSE in partnership with Geofutures on behalf of the Greater London Authority.

CSE's head of research, Joshua Thumim, managed this project and outlines its potential: "The heat map provides spatial intelligence on factors such as major energy consumers, fuel consumption, CO₂ emissions, energy supply plants, heat density and other data. It is publicly accessible, and London boroughs can use the map as the basis of the 'energy master plans' that feed into their local development frameworks and climate change strategies.

In today's search for deep cuts in carbon emissions, community (or 'district') heating systems are a trump card. This is because significant improvements in efficiency can be made by replacing the hundreds or thousands of individual heating systems in a cluster of homes, offices and public buildings with a single large-scale heat distribution network.

UK examples of community heating systems are few (although small or medium sized examples can be found in several urban areas). Typically they take hot water from a nearby high-efficiency combined heat and power plant and distribute it to homes and other buildings through a network of highly insulated pipework. Heat is then transferred to radiators and hot

water cylinders just as in conventional heating systems. They can be adapted to cover a wide area like a town or concentrated on e.g. a city centre, housing estate, university campus or hospital.

The Greater London Authority, like many other bodies involved in large-scale spatial planning, recognises that district heating can help achieve the carbon reductions in the capital to which it is committed.

But, as Joshua Thumim says "it's a relatively novel technology and represents a significant infrastructural challenge, not to mention a long-term investment with a payback period measured in decades. For these reasons the siting of a community heating network is critical."

And this is where the London Heat Map can make a difference.

• www.londonheatmap.org.uk

• For more details see cse.org.uk or contact joshua.thumim@cse.org.uk



Above: the parts of London coloured red have the greatest heat demand. Left: the map is scalable down to this level and beyond, showing individual homes (black) and public buildings (red)

The heat of the moment

Four reasons why district heating is key to a low-carbon future



1) It allows the use of larger scale, higher efficiency, lower-unit cost, and lower-carbon heat sources.

2) The heat can be derived from a wide range of fuel and also from processes such as power generation or waste incineration.

3) They can serve different types of user at different times, i.e. public buildings that need their heat during the day, and residential areas that need it at night.

4) Once installed, district heating networks can last for decades and require minimal maintenance.

Solid-wall insulation scheme brings freedom from fuel poverty

New CSE project brings hope to people living in poorly insulated homes

For years, loft and cavity wall insulation has been the mainstay of local and national schemes to help improve energy efficiency and reduce fuel bills. While hundreds of thousands of households have been helped in this way, many older homes need different measures to achieve high energy performance standards.

Now CSE's new 'Freedom from Fuel Poverty' project is tackling this issue head on for people living in such homes across Bath & North East Somerset.



UK targets for domestic carbon reductions are likely to be missed unless the millions of solid walled British homes like these Victorian terraces are insulated

The project, funded on a pilot basis by the local council, is focused on providing free solid wall insulation and solar hot water systems to people living in severe fuel poverty in their own homes, offering the prospect of savings of up to £400 a year on their fuel bills.

CSE's Phillip Morris, the Freedom from Fuel Poverty project manager, said: "This project reaches out to people whose homes aren't suitable for mainstream insulation schemes. Bath has a particularly high proportion of solid-walled properties, the insulation of which will help cut carbon emissions and keep down the cost of staying warm."

- Contact phillip.morris@cse.org.uk for more information on Freedom from Fuel Poverty
- This scheme is open to owner-occupiers in B&NES only and eligibility depends on certain financial criteria. Call your local Energy Saving Trust advice centre (0800 512 012) for details

New name, same old success: Green Communities 2009 conference was as popular as ever

Liverpool's world-famous Adelphi Hotel proved a popular setting for this year's Green Communities conference, which saw around 200 delegates gather to hear the latest news and advice for energy-related community projects.

The event featured the usual rich mix of workshops, exhibitions and speakers, and was rounded off with a keynote address from George Marshall, founder of the Climate Outreach Information Network. George used his address to speak passionately and entertainingly about the way groups need to think about how they communicate and to whom.

Green Communities is an Energy Saving Trust programme launched last year. It is the new name for Community

Action for Energy (CAfE), a landmark programme supporting communities to take action on sustainable energy and run by CSE since 2002. This year's conference was the seventh, and feedback from the delegates was very positive.

CSE's Verity Saunders, who oversees delivery of Green Communities, said: "Year after year we get the same positive vibes from people attending the conference; the community energy sector is on a roll."

- For more about Green Communities contact verity.saunders@cse.org.uk or check out the website at www.greencommunities.org.uk



Listening and learning in Liverpool: an engaged audience at the Green Communities conference

WISH once ... and WISH again

Further funding will extend help to vulnerable to 2012

Exactly three years after it was launched, the Warmer Improved Somerset Homes (WISH) initiative came to an end in August 2009.

The project supported people over the age of 60 who were struggling to heat their homes and pay their fuel bills. It helped 600-plus households across West Somerset and Sedgemoor to get grants for new heating systems and made sure that they received the benefits they were entitled to.

The end of WISH was marked by a tea-party attended by dozens of those who benefitted from our support.

But no sooner had we cleared away the cups and saucers, our 'wish came true' and we won significant funding from the Nationwide Foundation to expand the project across five district authority areas in Somerset between now and 2012.

We're calling it WISH-plus, and Helen Richardson will manage the project. "This initiative will cover the whole county and support older people in rural areas who live in cold damp homes or who are struggling to pay their energy bills. We'll provide a service that covers all aspects of fuel poverty: housing, benefits take-up, fuel debt services and energy efficiency.

"Our aim is to provide fuel-poverty related advice and support to 6,000 people aged 50 and over."

- For more about WISH-plus and CSE's energy advice outreach, contact helen.richardson@cse.org.uk



Project worker Dannielle Barrett (right) with one of the householders whom WISH helped, at the tea-party in October

- CSE's energy advice micro-site is at www.cse.org.uk/advice

- For free advice for householders on energy efficiency, renewable energy and transport call your local Energy Saving Trust advice centre on 0800 512 012



Going to plan

Communities are being encouraged to engage with their local authority's planning process through a CSE project called PlanLoCaL

CSE has launched a new project that aims to help a range of organisations and communities to become directly involved in the planning of their area's sustainable development.

The project was devised in response to the limited level of public understanding of low-carbon developments like wind turbines, biomass power plants and 'eco-villages' which feature increasingly in local authorities' master planning (along with the siting of new housing, roads, schools and the rest).

Rachel Coxcoon is managing the project which we're calling 'PlanLoCaL' (from 'Planning for Low Carbon Living'). "Even though these sort of planning decisions affect everyone, few of us get involved in the consultation process until it's too late to do anything beyond supporting or objecting to something. We want to give communities the confidence and knowledge to influence local plans to help bring about a low-carbon future."

A core strand of PlanLoCaL involves working with Bath & North East Somerset Council

and helping it engage with residents in the formulation of its local development framework (LDF), the 'masterplan' for the area under its strategic control.

A particular challenge is Bath's status as a World Heritage Site which limits certain kinds of development.

Late in 2009 a series of consultation events was organised which sought the public's views on issues such as how renewable energy generation can be deployed in existing towns and countryside; what standards of energy efficiency should be set for new developments; and how we could improve our older buildings and what role people can play in shaping the targets and standards that are set.

'A clearer view'

A further event, held at Bath's Royal Literary and Scientific Institution, was specifically for young people. Seven schools, both primary and secondary, took part in a day which included interactive sessions led by experts at CSE which explored the proposed targets

for renewable energy in the area and the various renewable technologies involved.

"It was such a positive, far sighted decision to have school children involved in the debate" said teacher, Jim Edmiston. "They often have a clearer view than adults."

A centrepiece of the engagement process is a striking model of a typical British town showing examples of where renewable energy or other low-carbon developments may be introduced. Built to a scale of 1:250 (in which a car is about 1cm long) the model is 4m long (equivalent to 1km) and features energy infrastructure, a town centre, suburbs, farms and industrial units (see photos).

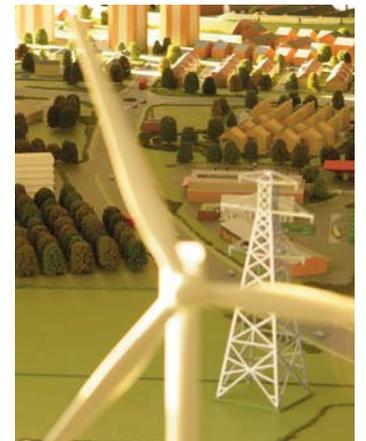
Facilitators can use the model – supported by exhibition materials and hand-outs – to describe the options that planners have before them. It has already played a role in the consultation events in Bath, and at the Green Communities conference in Liverpool.

Work has also begun on a second strand of PlanLoCaL which involves working with the government-backed 'umbrella group' ACRE (Action for Communities in Rural England).

ACRE already supports rural communities as they engage with the planning system. What PlanLoCaL hopes to do is extend this engagement beyond the range of issues that most strongly resonate with and motivate rural communities – such as road safety, jobs and play areas – to encompass low-carbon developments as well.

- The PlanLoCaL model is available to local authorities to borrow for use as part of their own engagement programmes. Contact rachel.coxcoon@cse.org.uk

- PlanLoCaL is supported by the Department for Communities and Local Government through the **Third Sector Empowerment Fund**. Download a prospectus at www.communities.gov.uk



Photos: [top left] hearing the views of the public at a consultation event in Bath; [top right] a view of the model's built-up area with the wind-turbine in the foreground; [bottom left] a birds-eye view of the rural section of the model showing farm buildings, a small wind-turbine and micro-hydro; [bottom right] the eco-village showing the route of a district heating network.

energise

Centre for Sustainable Energy

We are an independent national charity that shares our knowledge and experience to help people change the way they think and act on energy. *Switched on since 1979*



CSE signs up for 10:10 campaign

Have you made a New Year's resolution? CSE has. We've joined tens of thousands of people, businesses and organisations who have signed up to the 10:10 campaign, and pledged to cut our carbon by 10% by the end of 2010. From Sony UK to Tottenham Hotspur and Delia Smith to David Cameron, everyone's at it. See www.1010uk.org.

Tim Weisselberg, CSE's Communications and Publicity Manager, explains what it means for CSE. "For us, a cut of 10% is quite a challenge. Our offices are new and well insulated so don't need much heating. We don't have



company cars or take business flights, and we're pretty good at switching stuff off, so we'll need to work hard to find that 10 per cent. 10:10 is our opportunity to benchmark our energy use properly, test different approaches, and routinely check our progress. Our initial focus will be on IT and lighting."

Staff news

We welcome **Toby Bridgeman** who joins the Research & Policy Analysis team from the University of Leeds where he was undertaking postdoctoral research in bioenergy. Also a warm 'hello' to **Helen Grimshaw**, **James Watt** and **Paul Winney** who take their places in the Advice, Education & Community Initiatives team. But it's farewell to **Danielle Barrett**, **Chloe Lemoult-Wasserman** and **Lucy Lloyd-Price** who move on with our best wishes.

'Switched on since 1979'

To mark our 30th anniversary we produced a small book outlining our work and values and describing what we think makes us special. It's called 'Switched on since 1979'. You can request a free copy from info@cse.org.uk or download it from cse.org.uk.

Our vision is a world where sustainability is second nature, carbon emissions have been cut to safe levels and fuel poverty has been replaced by energy justice.

Why not join the 2,400 people who receive our monthly enews? Sign up at www.cse.org.uk/enews

Energise is produced 2-3 times a year and distributed free. Request a copy from newsletter@cse.org.uk or download copies from www.cse.org.uk/energise

Who's who at CSE

Chief Executive

Simon Roberts

Advice, Education & Community Initiatives

Sarah Davies Head of Advice, Education & Community Initiatives (Strategy) | Verity Saunders Head of Advice, Education & Community Initiatives (Operations) | Jenny Bull Energy Advisor | Heather Crane Energy Advisor | Liz Dagger Community Outreach Worker | Elspeth Duncan Energy Advisor | Morgan Griffin Energy Advisor | Helen Grimshaw Energy Advisor | Sarah Jeffrey Energy Advice Services Manager* | Karen Lansdown Project Officer | Michael McClelland Warm Streets Administrator | Phillip Morris Project Manager | Bridget Newbery Community Project Manager | Lisa Pinchen Senior Energy Advisor | Helen Richardson Energy Advice Services Manager (Acting) | Louise Rutterford Community Project Manager | Pauline Sandell Fuel Poverty Advisor | Mark Tyler Energy Advisor | Jamie Walters Energy Advice Team Leader | James Watt Energy Advisor | Paul Winney Energy Advisor

Research & Policy Analysis

Joshua Thumim Head of Research & Policy Analysis | Will Anderson Senior Researcher | Toby Bridgeman Senior Research Project Worker | Ian Preston Senior Analyst | Zoe Redgrove Research Officer | Vicki White Research Officer

Technical Consultancy & Training

Simon Lewin Head of Technical Consultancy & Training | Stephen Andrews Senior Technical Project Worker | Beverley Davidson Trainer | Louisa Haines Project Manager* | Martin Holley Senior Technical Project Manager | Madlen Hutton Project Manager | Anna Watts Lead Trainer

Development and Communications

Janine Michael Head of Development | Rachel Coxcoon Senior Development & Project Manager | Matthew Rees Communications & Publicity Officer | Jonathan Twomey Senior Development Manager | Tim Weisselberg Communications & Publicity Manager

Finance & Human Resources

Sarah Frankish Head of Finance & Human Resources | Jane Harris Office Assistant | Kirsty Mitchell Office Administrator | Julia Stephens-Parr Financial Administrator

* Currently on maternity leave



Centre for Sustainable Energy
3 St Peter's Court
Bedminster Parade
Bristol BS3 4AQ

0117 934 1400 TELEPHONE
0117 934 1410 FAX

info@cse.org.uk EMAIL

