

# CORPORATE CARBON REDUCTION PLAN

Progress report – 21 October 2020



## 1.0 Introduction

- 1.1 Delivery of the Corporate Carbon Reduction Plan 2019-21 (CCRP), whilst compromised by the impact of Covid-19, has continued apace. The Council's Reset Plan has also had an impact on this and future plans, but so far, Year 1 of the plan has seen positive progress.
- 1.2 Year 1 of the CCRP is in the Emergency repose phase. In this phase actions are developed to kick start the plan. Actions chosen were quick to initiate and have been used to analyse and assess the position. From this position CCRP actions for next year (CCRP Year 2) will be more focused and specific in those areas where greater impact can be achieved.
- 1.3 CCRP Year 1 has seen a significant number of actions completed with the remainder underway, either as business as usual, or developed because they are new to the department.
- 1.4 This progress report highlights some of the key deliverables as well as some of the challenges. The overall outcome of the plan is to strive to reduce corporate carbon emissions to zero by 2030. It's recognised and accepted that the majority of corporate emissions are included in part A of the CCRP. These are the known significant emissions which are estimated to be 95% of corporate emissions.
- 1.5 A proposed performance dashboard for monitoring purposes is under development which will report 'hard' emission reduction as well as the 'soft' behavioural successes contributing to overall corporate carbon emissions, which will be ready before the end of 2020.
- 1.6 CCRP year 2 is already being developed and it's anticipated that the action plan will be updated every year thereafter. Each action plan will contain short term actions to achieve long term ambitions. Hence, the number of actions in each theme area will change year on year.

## 2.0 Reset Plan

The Council's Reset plan has had an impact upon the CCRP in that delivery needs to take into account the change in strategic and operational direction therein. For example, the current focus on the Accommodation Strategy impacts the ongoing work of the 'Council Buildings' and Staff and Councillor Travel themes specifically.

## 3.0 Progress of each action to date

Attached to this report is a line by line description of the progress of each action. Working with lead officers in the Corporate Carbon Net Zero Action Group (CCNZAG), this is the outcome of dedicated efforts to unpick and ensure that activities are meeting expectations, but also to identify any challenges or potential resource implications which in turn can be managed.

- 3.1 There are 39 individual action contained within the CCRP 2019-21 (year 1).

Part A: Emissions and significant energy uses within the Plymouth City Council estate

Theme	Actions	Status
<b>Council Buildings</b>	6 Actions	3 complete, 3 underway,
<b>Vehicles/Fleet/Transport</b>	4 Actions	3 complete, 1 underway
<b>Roads and street furniture</b>	3 Actions	1 complete, 2 underway

<b>Staff/Councillor Travel at work</b>	5 Actions	4 complete, 1 underway
<b>Waste minimisation</b>	5 Actions	2 complete, 3 underway,

#### Part B: Engagement, behavioural change and governance

Theme	Actions	Status
<b>Governance</b>	6 Actions	6 complete
<b>Behaviours</b>	2 Actions	2 complete
<b>Engagement</b>	4 Actions	4 complete
<b>Strategic Investment</b>	4 Actions	4 complete

#### 3.2 In summary, of the 39 actions in the CCRP:

- 29 have been completed (74%)
- 10 are underway (26%)
- 0 not progressing yet (0%)

#### 4.0 Key deliverables

- 4.1 A review of purchasing zero or low carbon sourced energy has been completed. Legal advice on power agreements and procurement issues regarding securing electricity from local renewable energy projects has been obtained via an EU-funded project. (1.1.3)
- 4.2 The city Council's procurement strategy has been updated and we've provided suppliers with guidance on how and at what stages 'carbon emissions' will be addressed in the procurement process.(1.1.5)
- 4.3 A Plymouth City Council fleet review has been completed. This also included alternative fuels use which would reduce carbon emissions. A new fuel system was fitted in May 2020. (1.2.1)
- 4.4 A fleet replacement plan for replacing end of life diesel vehicles with electric alternatives has been approved (1.2.3)
- 4.5 In year improvements have been made to 25 traffic islands and LED fittings in subways leading to savings of 39.8 tonnes CO<sub>2</sub>. (1.3.2)
- 4.6 A city-wide electric car club initiative will be trialled from March 2021 (1.4.2)
- 4.7 All City Council capital investments assessed for their impact on climate change complete. (1.6.5)
- 4.8 The Green Champions are fully engaged in delivery of the plan and of shaping year 2. (1.8.3)
- 4.9 Strategic investment policy and procurement actions are complete. The City Council worked with Altana during early 2020 to undertake due diligence of the fund. The fund will identify projects for investment. Returns will be provided on investment performance and identification of projects which support ethical investments including carbon reduction initiatives. (1.9.1, 3, and 4)

#### Key points for Scrutiny:

- In many cases, year 1 progress has been swift because the CCRP actions were designed to kick start the corporate approach to carbon reduction. This meant that many actions were initiating initiatives rather than specific deliverers of carbon reduction. However, this is consistent with the three phases of the strategic approach.
- The follow on consequences of reviews and assessments will require focused activity and actions which will need both financial and human resource which may not be currently available.

## 5.0 Key Challenges

- 5.1 The activity to review the commercial estate has been delayed due to Covid -19. The team have been focused on the impacts of the pandemic and implications for the estate and tenants. We are now looking at how we can support third party tenants in adapting and developing sustainable measures (and guidance) to reduce emissions. (1.1.1)
- 5.2 Dynamic modelling of Windsor House has been put on hold because of Covid 19 and there will be no retro fits this year. (1.1.2)
- 5.3 A desktop audit of water use has commenced and it is anticipated that a full audit will be completed by the end of December 2020. (1.1.4)
- 5.4 A review of accommodation and parking is reliant upon the Accommodation programme and other dependent projects. This work is currently underway. (1.4.5)

### Key points for Scrutiny:

- The planned review of the accommodation strategy is having a direct impact on the CCRP
- As the CCRP moves through the phases, actions will become significantly more focused and descriptive (SMART) and will likely need both financial and human resource secured.

## 6.0 How does this progress translate into reduced carbon emissions?

It's accepted that the majority of corporate emissions are included in part A of the CCRP. These are the known significant emissions which account for over 95% of corporate emissions. A proposal for a performance dashboard for monitoring purposes which will report 'hard' emission reduction as well as the 'soft' behavioural successes contributing to overall carbon emissions is being developed. It is anticipated that emissions will be monitored annually. Systems are currently being put in place by the Performance Team to make this happen.

## 7.0 Conclusion

When the CCRP was developed and agreed, actions were designed to kick start the corporate approach to carbon reduction. This meant that many actions were initiators rather than specific areas of activity. This is consistent with the three phases of the strategic approach. We are still in the first phase. As the CCRP moves through the phases, actions will become significantly more focused and descriptive. (SMART)

## Corporate Carbon Reduction Plan 2019-2021 (Version 1) – Action Plan progress – October 2020

Area of focus	Approach	Ref	Actions	Progress to-date	Status
<b>Part A: Emissions and significant energy uses within the Plymouth City Council estate</b>					
<b>Council Buildings</b>	Invest in a decarbonisation programme covering THE CITY COUNCIL estate	1.1.1	Review the councils corporate and commercial estate	A review of the City Council's corporate estate has been completed and takes into account the energy consumption of each building. Activity to review the commercial estate has been delayed due to Covid -19. The team have been focused on the impacts of the pandemic and implications for the estate and tenants. We are now looking at how we can support third party tenants in adapting and developing sustainable measures (and guidance) to reduce emissions	Underway
		1.1.2	Complete a full audit of energy use within all The City Council occupied buildings:	A review of energy consumption and carbon emissions has been completed for all The City Council occupied buildings. The network of meters across the estate has also been identified. Dynamic modelling of energy in the main The City Council buildings has been put on hold due to the impact of Covid-19 and the uncertainty of the City Council's Accommodation Strategy. Progress with dynamic modelling and improving the fabric of the buildings is dependent on the outcome of the review of the Accommodation Strategy.	Complete
		1.1.3	Review purchasing zero or low carbon sourced energy	A review has been completed. The procurement approach being taken by the City Council is sufficiently flexible to enable The City Council to purchase zero or low carbon sourced energy in various ways. Legal advice on power purchase agreements and procurement issues with securing electricity from local renewable energy projects has been obtained via an EU-funded project.	Complete
		1.1.4	Complete full audit of water use across the City Council estate	A desktop audit has commenced and it is anticipated that a full audit will be completed by the end of December 2020.	Underway
		1.1.5	Review the Council's procurement strategy and consider including a climate emergency statement and requirements in all suppliers guidance	A review the City Council's procurement strategy has been completed and a climate emergency statement has been put onto the City Council webpages. This provides suppliers with guidance on how and at what stages climate emergency requirements will be addressed in the procurement process.	Complete
		1.1.6	The City Council will make endeavours to develop a district heating and cooling system utilising low carbon heat pump technology	Enabling works are being drilled in Millbay Boulevard and Royal Parade, including wells and heating pipes in Bath Street.	Underway

Area of focus	Approach	Ref	Actions	Progress to-date	Status
<b>Vehicles / fleet / transport / equipment</b>	Invest in a decarbonisation programme covering THE CITY COUNCIL's vehicle fleet	1.2.1	Review the total number of vehicles in the City Council fleet, including consideration of alternative fuels which would reduce carbon emissions if viable	Review complete. All fuel usage now captured. New re-fuelling system fitted May 2020.	Complete
		1.2.2	Review plant/tools which produces CO <sub>2</sub> emissions looking at potential alternative fuels or different mechanisms to undertake the purpose	A review has been completed. Following this review a pilot trial is being planned to see where savings and emission reductions can be achieved and replicated.	Complete
		1.2.3	Fleet replacement of existing end of life diesel cars/small vans to electric alternative	A fleet replacement plan for replacing end of life diesel vehicles with electric alternatives has been approved. Delivery was due to start April 2020, but this has been delayed due manufacturers being on furlough.	Underway
		1.2.4	Review zero emission alternatives for the HGV vehicles, which take advantage of new technologies becoming available to the general market	A review of HGV electric vehicles coming to market place has been undertaken. The technology is currently prohibitively expensive and would not produce value for money, nor significant reductions in emissions when compared to alternative vehicles. This will be reviewed as technologies improve and prices come down.	Complete
<b>Roads and street furniture, including lighting and traffic lights</b>	Invest in a decarbonisation programme of street lighting, street furniture and traffic lights	1.3.1	Scope carbon and financial savings that can be achieved through improved control and management of street lighting using CMS - Energy,	A business plan has been completed with potential savings mapped out. A capital bid with a payback of four years has been submitted to the City Council and a separate community bid has also been submitted to pilot the scheme.	Complete
		1.3.2	Reduction of illuminated Bollards and O/H Sign Lights following TSRG 2016 amendments- Energy, CO <sub>2</sub> emissions, maintenance liability, reduction of risk activity	This year improvements have been made to 25 traffic islands to reduce carbon emissions. In addition 100 LED fittings have been installed in subways. This is leading to savings of 39.8 tonnes CO <sub>2</sub> . Further work is ongoing.	Underway
		1.3.3	Roll out of LED Traffic Light Units - Energy, CO <sub>2</sub> emissions, maintenance visits	The City Council's 4 year Traffic Light Signals programme is underway. The programme involves investment being made in 15 junctions which will reduce electricity consumption by 50% leading to CO <sub>2</sub> emissions savings of 41 tonnes per year. A total of five sets are in the process of being converted by December 2020, which will lead to annual saving of 14 tonnes CO <sub>2</sub> .	Underway

Area of focus	Approach	Ref	Actions	Progress to-date	Status
<b>Staff and Councillor travel / travel at work</b>	Reduce unnecessary travel	1.4.1	Undertake a Grey fleet review	A review has been completed of the City Council's grey fleet and the findings are being taken into consideration in the formulation of a Travel and Subsistence Policy for City Council staff. This will set out guidance regarding reimbursement of mileage and different mileage rates for the use of hybrid, electric vehicles, etc. As part of Workforce Modernisation, the council will be looking at the 'Employee Deal' – this is the employee offer, which will include a review of current terms and conditions, including staff travel.	Complete
		1.4.2	Reduce Car Travel by looking at car club initiatives for The City Council Staff	A feasibility study has been undertaken for the introduction of a City Council car club and a salary sacrifice scheme for electric cars. A city-wide electric car club initiative will be trialled from March 2021 and this offer could then be considered as part of employee deal.	Complete
		1.4.3	Support and encourage more sustainable methods of travel such as walking, cycling, bus, train and care sharing	During 2020 there has been active promotion of sustainable travel modes via a bicycle mileage allowance, encouraging car sharing, providing enhanced mileage rates for low emission cars and the provision of maps for walking / cycling. The Green Champions will promote all sustainable methods of travel on offer	Complete
		1.4.4	Identify and reduce unnecessary travel at work also including council vehicles	With much greater homeworking and use of technology for virtual meetings, staff travel is significantly reduced.	Complete
		1.4.5	Undertake an accommodation review including staff parking	Staff Car Parking can be considered when other interdependent projects are complete. The Accommodation Programme will determine where employees will be based, alongside new ways of working, whereby each job role will be matched against a worker style determining if they will be homeworking, working flexibly, customer facing, etc. Once this work is completed, it will then be possible to ascertain the demand for staff car parking, criteria for being allocated a car parking space etc. This will be a multi-disciplinary project, including Facilities, Parking and HR. This car parking offer can then be included in the Employee Deal.	Underway
<b>Waste minimisation which is Council generated</b>	Minimise waste	1.5.1	Review and optimise the number of individual providers currently commissioned	A review of the contracts the City Council has with providers of waste collection services in its corporate estate has been undertaken, looking at opportunities for creating a consistency approach.	Complete
		1.5.2	Examine and standardise waste capture across the estate	All waste has now been standardised. However, the contract for confidential waste is due for renewal and the carbon footprint will be reviewed as part of this process. This will be likely rolled out before the end of 2020.	Underway
		1.5.3	Reduce overall waste	Waste production has been analysed over the previous 12 months and will continue to monitor however, factoring in the impact of Covid needs to be considered. Work has commenced with the City Council's Green Champions to instil behavioural change that will reduce overall waste.	Underway

Area of focus	Approach	Ref	Actions	Progress to-date	Status
		1.5.4	Ensure that anything that can be reused is reused	Systems have been put in place to reuse items no longer needed by City Council departments, as exemplified by the reuse of Registry Office furniture. However, there are barriers due to lack of storage facilities.	Underway
		1.5.5	Put in place mechanisms to recycle more and encourage staff to use recycling facilities	There has been extensive corporate messaging and systems put in place to achieve this. And work has commenced with the City Council's Green Champions to instil behavioural change that encourages recycling. Working with Council's Communications team, messaging will be reissued every six months.	Complete
<b>Part B: Engagement, behavioural change and governance</b>					
<b>Governance</b>	Review policies, assess carbon implications of investments and establish monitoring	1.6.1	Review all existing Corporate Council policies in light of the Climate Emergency. E.g. procurement, commissioning	A review of existing Council policies has been undertaken. Changes to procedures have taken place in Procurement, Accommodation and Business Support. For example, Climate Emergency expectations has been included in the recently approved Social Value policy and more will follow in areas such as Human Resources in relation a new Sustainable Travel Policy. Further policy changes will be guided by new legislation, the latest intelligence and strategic consultations.	Complete
		1.6.2	Develop a structured timetable with Scrutiny Management to ensure that activities within the Corporate Carbon Reduction Plan are regularly reviewed	The Scrutiny Management Board timetable includes Climate Emergency as an item for regular review.	Complete
		1.6.3	Review all existing programmes in the light of the Climate Emergency	All major programmes have been reviewed to ensure their benefits framework accounts for the carbon impacts of the proposed changes. Specifically in relation to the Accommodation Strategy the decision to vacate one of the main office buildings occupied by the Council was informed by the energy efficiency and carbon emissions of the buildings under consideration.	Complete
		1.6.4	Consider embedding an environmental performance management system into the City Council structure including training ISO14001	An environmental performance management system has been embedded into City Council performance monitoring structure. The option for using an ISO14001 approach is being kept open.	Complete
		1.6.5	All City Council capital investments will be assessed for their impact on climate change, with immediate effect by incorporating carbon emissions impact assessments into the approvals process	A carbon emissions impact assessments is now included in the City Council's Business Case template.	Complete

Area of focus	Approach	Ref	Actions	Progress to-date	Status
		1.6.6	Review 'carbon footprint implications' impact assessment questions on Main Committee and CMT Template	Questions on the carbon footprint implications of proposed decisions has been added to the City Council's Main Committee templates.	Complete
Behaviours	Engage to instil behavioural change	1.7.1	Employ a Behavioural change programme – targeted at high end energy users and leadership	A behavioural change programme has been implemented with the following the behavioural framework requirement staff to demonstrate: <ul style="list-style-type: none"> <li>New leadership behaviours and role profiles of Chief Officers that leads to Carbon reduction.</li> <li>Employee behaviours linked to reduction in carbon, with a focus on high energy users</li> </ul>	Complete
		1.7.2	Implement The Way We Work programme with a focus on the climate change emergency	Working hand in hand with the City Council's transformation programme, significant changes have and will be introduced in 2020 in relation to: <ul style="list-style-type: none"> <li>The Accommodation Strategy recommending vacating the Council's least carbon efficient office building.</li> <li>The Business Support Review committing to allowing more staff to work flexibly.</li> <li>The Digital programme committing to reducing the printing requirements across our business support processes through increased digitisation.</li> </ul>	Complete
Engagement	Engage externally and internally with a specific focus on listening to people so that they can contribute to the success of the Plan	1.8.1	Develop a City Council communications strategy on the climate change emergency	A City Council communications strategy on climate change emergency in relation to Council emissions has been developed and will be embedded into business as usual practice.	Complete
		1.8.2	Providing regular news items and communication on tackling climate change for staff to raise awareness	A strategy for providing regular news items and communications on tackling climate change to raise staff awareness has been developed and will be embedded into business as usual practice.	Complete
		1.8.3	Update the Green Champions Plan to ensure that it reflects the changes within this plan.	The Green Champions Plan has been updated so that it reflects the changes within the Corporate Carbon Reduction Plan.	Complete
		1.8.4	Continue to work with other councils, and city wide stakeholders (PU, NHS, Marjon etc.) with similar ambitions, sharing best practice and encouraging take up of the inclusive growth charter	The City Council's Low Carbon Team has engaged with fellow local authorities as well as city partners to create and develop lasting relationships to share best practice, ideas and experiences to tackle the climate emergency. The team is also part of the Plymouth Net Zero Carbon partnership.	Complete



Area of focus	Approach	Ref	Actions	Progress to-date	Status
<b>Finance – strategic investment policy and procurement</b>	Achieving emission reductions through strategic investment and Social Value policy	1.9.1	Review Investment Fund and Debt Policy	A review of the City Council's Investment Fund and Debt Policy has been completed. The City Council worked with Altana at the start of 2020 to undertake due diligence of funds which identify projects that support ethical investments including carbon reduction initiatives.	Complete
		1.9.2	Make it a standard condition that partners and suppliers in future procurement activities provide their company Carbon emissions (Over the term of the contract).	An information and guidance document has been created which sets out where environmental criteria can be included in the procurement process, together with examples of criteria such as carbon emissions targets were they can be applied proportionally to the purchase. This guidance is published on the City Council's procurement internal webpages and is used as education tool for staff involved in procurement.	Complete
		1.9.3	Seek to review the Construction Charter to ensure that suppliers in future procurement activities have Carbon reduction targets	Professional advice has been submitted to Unite in an attempt to influence the Unite Construction Charter. As a stakeholder in the document, the City Council hopes that these suggestions will be incorporated into an updated version of the Charter.	Complete
		1.9.4	Give due consideration to Social Value outcomes for all our contracts in respect of sustainable procurement for, goods, works and services: - More programmes to reduce emissions and lower carbon footprint - Less air pollution from direct and indirect transport	The City Council's Social Value Policy has been approved. It contains an influential section on the environment and carbon emissions. The necessary procurement templates have been created and training sessions on Social Value have been held for staff.	Complete

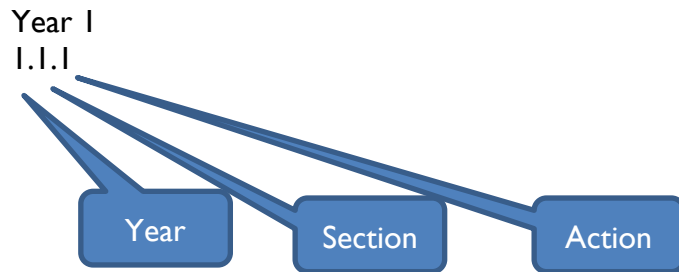
**Key**

**Status**

Not Progressing Yet	No work has been done to progress the action, nor schedule its implementation
Planned	The responsible officer has committed to working on the action
Underway	Work on the action has commenced
Complete	The action has been completed

**Reference numbers**

The reference numbers are assigned first in year, then section, then action. This allows the reader to determine which year the action is from and how many actions there are in any given section over the 11 year time period of the plan in each section.



Year 2  
2.1.x

Year 3  
3.1.x