

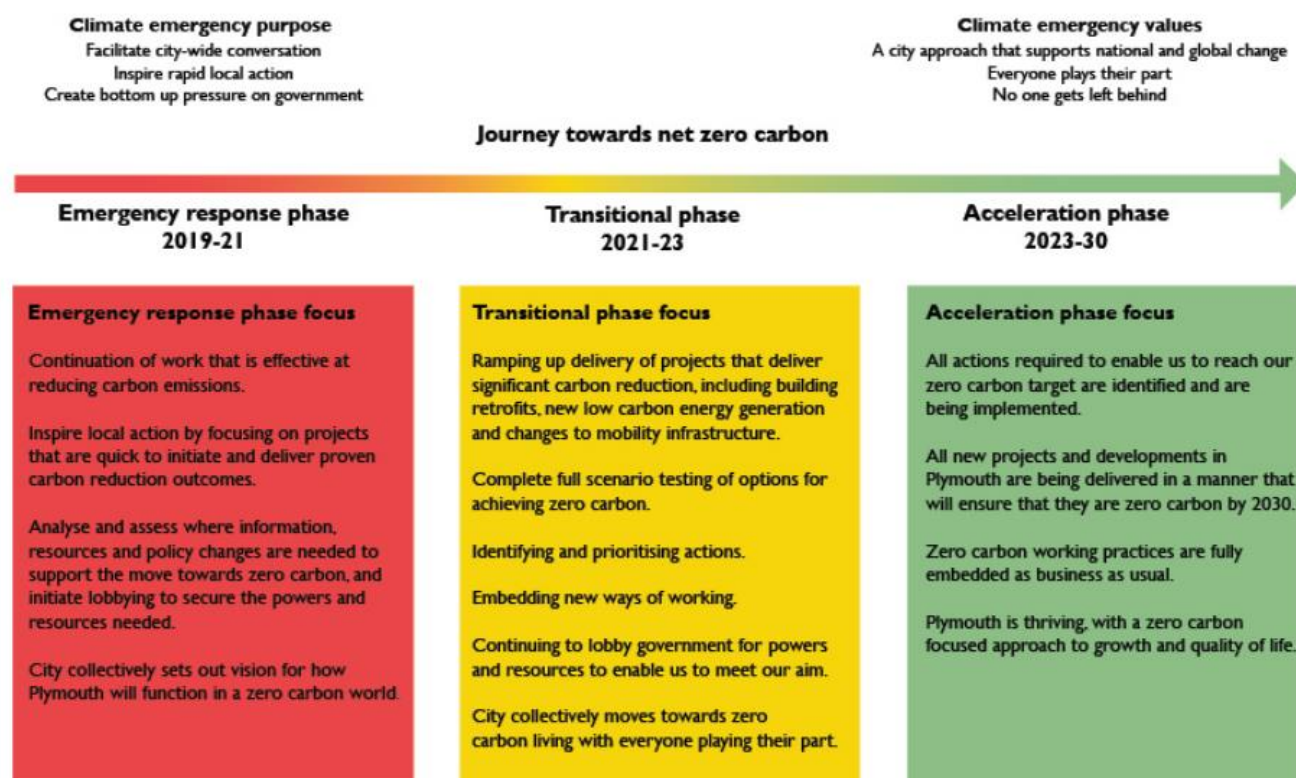
APPENDIX A

PCC Net Zero Action Plan 2023-2026: Background Paper and Draft Plan. March 2023



Introduction

1. On 18 March 2019, the City Council voted unanimously to declare a Climate Emergency, and is so doing pledged to 'make Plymouth carbon neutral by 2030', committing also to work with other councils with similar ambitions.
2. On 16 December 2019, the City Council endorsed the first of a series of annual Corporate Carbon Reduction Plans (CCRPs) and Climate Emergency Action Plans (CEAPs), each covering a twelve-month period. CCRPs were to be about addressing the Council's direct and indirect emissions, and CEAPs were intended to be city-facing action plans, covering things the Council and its partners would do to help Plymouth become net zero.
3. At the same meeting, the Council noted that implementation of the CCRP and CEAP is to be overseen by the Strategic Director for Place as the appointed Senior Responsible Officer but integrated across every Council department through a Climate Emergency Board led by Corporate Management Team members that meets bi-monthly. To date, three CEAPs and CCRPs have been prepared.
4. The CCRPs and CEAPs were set within an overall strategic approach. This started with an 'emergency response phase', acknowledging the need to take and be seen to be taking action quickly, given the declaration of the climate emergency. Then in 2021, we moved towards a 'transitional phase', before reaching an 'acceleration phase' in 2023. See diagram.



Review

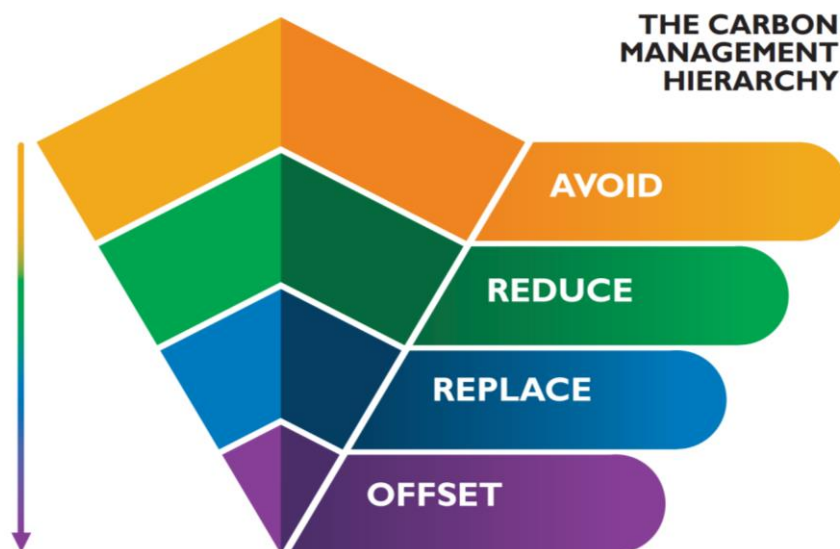
5. Over three-years into the ten-year net zero programme, some progress has been made in reducing emissions, both corporately and within the city. However, this needs to be seen against the huge scale of the challenge.
6. In this context, and in anticipation of the acceleration phase, an informal review was conducted to identify whether changes were needed to the Council's approach to climate strategy and action planning. This was done in consultation with the Cabinet Member for Climate Change and Governance and the main opposition leads, and reported to the Council's Climate Emergency Board in May 2022.
7. Key points arising included the following:
 - Whilst the annual action planning approach responded positively to the need for a delivery focus, the absence of a more strategic overview meant that it was difficult to explain a route-map to Net Zero and therefore to engage the wider city effectively in the agenda.
 - Whilst the twelve-month timescale for the CCRPs and CEAPs responds to having a clear focus on delivery, it can feel a bit disjointed, being difficult to present a clear narrative around the Council's overall approach, and become more about activity than outcomes.
 - Whilst there were attempts to make the CEAPs genuinely city-wide and city owned plans, this has only been with limited success, suggesting we need to reconsider how best to engage the wider city in the agenda.
 - Whilst the alignment of the CCRPs and CEAPs to calendar years has good logic from a communications perspective, this is out of kilter with budget planning which works to financial years.
8. As a result, the Climate Emergency Board endorsed a new approach which included:
 - Working with city partners on a Climate Emergency strategic narrative, which would be embedded in the new Climate Connections Plymouth website. [Home - Climate Connections Plymouth](#)
 - Encouraging the city (its individuals and its organisations) to respond to this strategic narrative with their own action plans and pledges.
 - Having a single integrated City Council action plan going forward (the NZAP), which would set out the Council's response to the strategic narrative. This would replace the CCRPs and CEAPs, and include the things that the Council has direct control over and the things it is able to influence in the wider community. It would take a three-year time horizon and be set around financial years.
 - Using the Climate Connections website as the vehicle for identifying the individual and organisational pledges and action plans, so that collectively they become Plymouth's response to the Climate Emergency. In effect, this is creating a genuinely city-owned climate emergency action plan by digital means.

The draft Net Zero Action Plan

9. The development of the Net Zero Action Plan (NZAP) presents an opportunity to significantly rationalise the themes and link them directly to the key themes of the city-facing strategic narrative. This is illustrated below:

Current CCRP themes	Current CEAP themes	Proposed / draft NZAP themes
1. Council buildings 2. Fleet and equipment 3. Roads and street furniture 4. Staff and councillor travel 5. Waste 6. Governance 7. Behaviours 8. Engagement 9. Finance/investment	1. Buildings 2. Mobility 3. Heat and power 4. Waste 5. Engagement and responsibility	1. Buildings, heat and power 2. Transport 3. Consumption and waste 4. Behaviour change

10. In line with a more strategic approach, priorities will be informed by what the data tells us (i.e. where the most significant carbon benefits to be realised) and the carbon management hierarchy (see below). This aims to give focus first to actions that avoid emissions in the first place, followed by those that reduce emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and offsetting is seen as the last resort for any residual emissions.
11. This approach is intended to ensure that the plan focusses on main deliverable actions that drive down our Scope 1, 2 and 3 emissions to the lowest level and hence the intention is that NZAP will be more targeted than our current plans.



12. The NZAP will focus both on internal actions that address our direct and indirect emissions, and on our external and influencing actions to support the city in reducing its emissions. With known emissions of 7,007 tonnes CO₂e in 2022, the Council is directly responsible for less than 1% of direct emissions in Plymouth. According to the Climate Change Committee's Local Authorities and the Sixth Carbon Budget, Local Authorities influences about 30% of emissions locally.

13. Beyond activities in our direct control, we have influence over the services we commission and products we procure:
 - Our service providers in the health and social care system and social landlords
 - Our supply chains
 - Our investment strategy, pensions and finances
 - Our capital projects, including development and transport
 - Our workforce.
14. In our place shaping role, and beyond we can influence:
 - New development and in particular new housing
 - Education, skills and the labour market
 - The residents and businesses to which we provide services
 - Local low carbon partnerships and community groups
 - Central Government.
15. The NZAP will be a digital plan, published on the City Council's website, and include the following elements:
 - A front-end, which sets out the overall purpose of the plan, how it relates to the Plymouth Plan, key principles, and an explanation of the overall strategic approach being taken by the City Council in order to play its part in the City's net zero agenda.
 - The action plan itself, organised around four key themes and a cross-cutting section on governance and delivery, identifying 29 strategic commitments that the Council will work towards over its three-year period (by comparison, the CCRP and CEAP for 2022 had 149 actions).
 - For each strategic commitment, the following information will be included:
 - A 2030 aspiration (where we are aiming to be in support of the net zero agenda)
 - Specific goals for the period 2023-26.
 - Specific actions relating to the strategic commitment, including when it is proposed they are undertaken in the three-year period of the plan.
 - Lead Service Director.
16. Behind the plan, there will be a detailed worksheet with more detail around the funding and delivery of each commitment and specifically named lead officers to support monitoring.
17. Annex 1 includes the draft text for the published front end of the NZAP. Annex 2 includes the draft NZAP worksheet from which the content of the published webpages will be derived.

Funding and delivery

18. As the NZAP will be a more strategic document than the previous CCRPs and CEAPs, taking a three-year rather than single year view, not every measure will be fully funded from day one.
19. Some of the measures proposed are fully or partially funded. For example, because they can be delivered with existing staff resources or have grants or other funding already in place.
20. Where actions are partially or not yet funded, their inclusion in the NZAP is still valuable. For the Council to be able to demonstrate a credible response to the Climate Emergency, it needs an action plan which is ambitious and commensurate with the scale and urgency of the challenge (whilst also being within the bounds of realism). The inclusion of measures which don't currently have full funding indicates an intent to explore delivery options and provides a marker in support of bids for grant and other resources.

Next steps

21. The NZAP will be considered by the City Council at its meeting of 27 March 2023. Once formally supported and endorsed by the City Council, the NZAP will be proactively used to manage the Council's climate emergency response.
22. Alongside the coordination of the NZAP's implementation, there is the need for the development of a monitoring framework so that we are able to assess the carbon benefits arising from the specific measures.
23. We plan to explore the development of such a framework through our membership of the South West Energy and Environment Group, which provides us access to research capacity at the University of Exeter's Centre for Energy and the Environment (CEE). This would align with the work the CEE already provide for us in their annual reviews of the city's overall progress towards net zero, and would complement our corporate emissions reports produced by the Council's Policy and Performance Team.

ANNEX ONE: DRAFT PCC NZAP 23-26 FRONT END

What is the Net Zero Action Plan (NZAP)?

The Net Zero Action Plan (NZAP) is a three-year delivery plan, setting out the City Council's proposals to reduce its greenhouse gas emissions. It responds to the Net Zero Plymouth challenge set out in the [Climate Connections Plymouth](#) website and explains how the City Council will aim to play its part in delivering the [Plymouth Plan](#)'s policy aim that Plymouth achieve net zero by 2030.

The NZAP replaces the annual Climate Emergency Action Plans and Corporate Carbon Reduction Plans published since 2019.

Why do we need a NZAP?

On 18 March 2019, at a meeting of the City Council, councillors unanimously voted to declare a Climate Emergency, making a pledge to make Plymouth carbon neutral by 2030. This spirit of collaboration has continued through cross-party working on the climate emergency ever since.

This pledge exceeds the climate objectives of the UK, which are to achieve net zero by 2050, recognising the need for the 2020s to be a decade of urgent and accelerated action.

The City Council alone cannot ensure that Plymouth achieves net zero. For that to happen, every individual and organisation needs to play its part. However, it can do all in its power to make sure that it addresses its own emissions. This is why it is so important for the Council to put in place its own delivery plan for net zero.

Where are we now?

The table shows our measured emissions since 2019. These cover what are known as Scope 1 and 2 emissions¹. The NZAP will aim to accelerate the reduction of these emissions so that the Council is a net zero organisation by 2030.

Plymouth City Council Carbon Emissions (in T CO ₂ e)				
	2019	2020	2021	Change from 2019 baseline
Council buildings	4,051	3,306	3,815	-5.8%
Vehicles / fleet / transport / equipment	1,545	1,744	1,584	2.6%
Roads and street furniture, including lighting and traffic lights	2,002	1,807	1,390	-30.6%
Staff and councillor travel / travel at work	326	218	218	-33.2%
Total (Tonnes of CO₂e)	7,924	7,075	7,007	-11.6%

¹ Scopes 1, 2 and 3 – are defined by an internationally accepted methodology for accounting for GHG emissions, the [Greenhouse Gas Protocol](#). Scope 1 emissions relate to the direct burning of fossil fuels by an organisation, for example fuel for transport or gas for heating, Scope 2 emissions relate to emissions from purchased or acquired electricity, steam, heat, and cooling. Scope 3 emissions relate to all other activities where emissions are generated by a third party on behalf of an organisation, for example across our supply chain.

We will continue to improve our understanding of the Council's scope 1, 2 and 3 emissions.

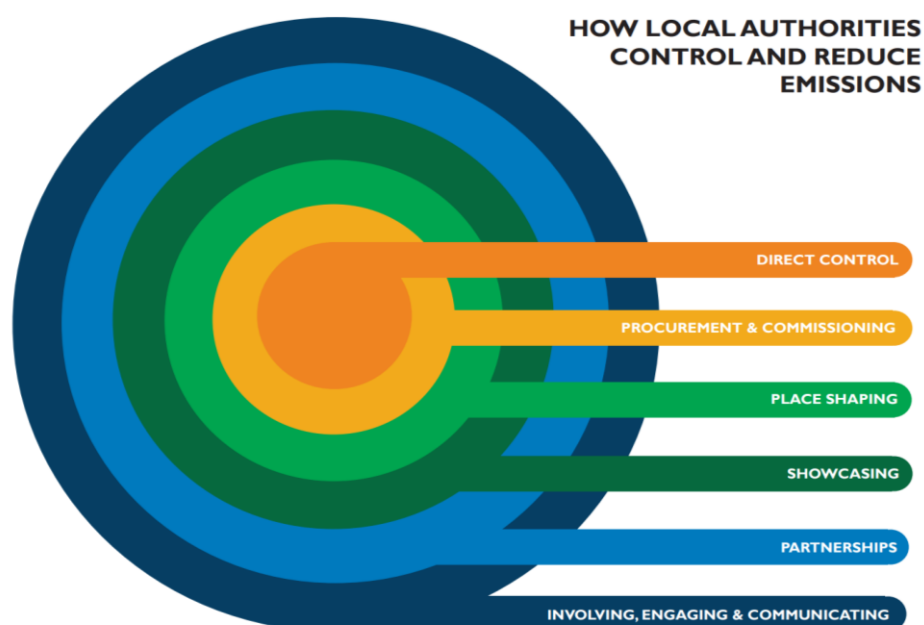
Data relating to city wide emissions is available in the ['Plymouth Greenhouse Gas Reporting and Monitoring 2021'](#).

What does the NZAP cover?

The NZAP covers two main areas:

First, it includes action commitments to reduce emissions from the facilities we own and the services we deliver. With known emissions of 7,007 Tonnes CO₂e in 2022, the City Council is directly responsible for less than 1% of direct emissions in the city².

Second, it includes action commitments about how we will use our powers to help the city as a whole move towards net zero. According to the Climate Change Committee's ['Local Authorities and the Sixth Carbon Budget'](#), councils influence about 30% of emissions in their locality³. Ways in which councils can do this are illustrated in this diagram:



What is our overall approach?

The NZAP has been guided by what is known as the Carbon Management Hierarchy (CMH)⁴. This aims to give focus first to actions that avoid emissions in the first place, followed by those that reduce

■ ² Plymouth City Council Carbon emissions monitoring report, June 2022

■ ³ Louise Matrix Evans, 'Local Authorities and the Sixth Carbon Budget', an independent report for the Climate Change Committee, December 2020, p.3.

⁴ Notes on the Carbon Management Hierarchy (CMH).

Actions at the top of the hierarchy are prioritised as they have a more lasting impacts on reducing emissions overall.

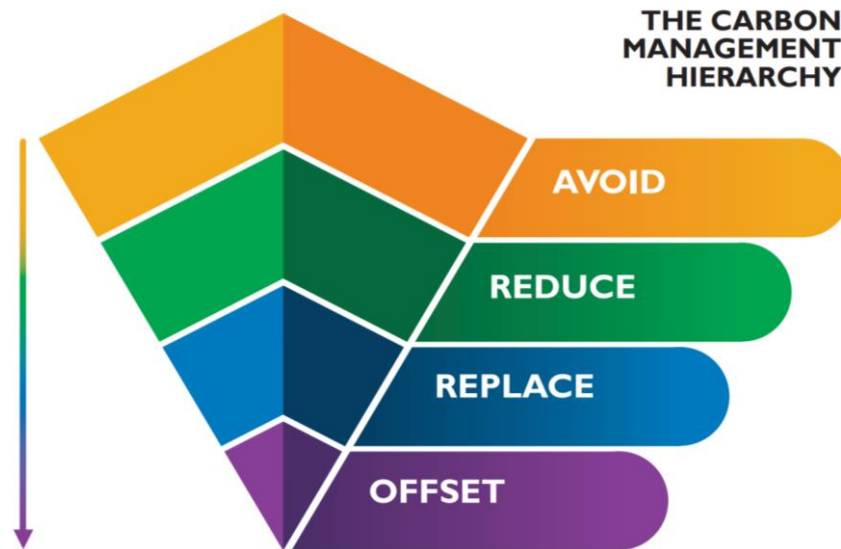
Avoid – rethink business strategy to avoid carbon intensive activities

Reduce – Conduct our business more efficiently

Replace – Replace high-carbon energy sources with low-carbon energy sources

Offset – offset those emissions that cannot be eliminated by the above

emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and offsetting is seen as the last resort or any residual emissions.



What are our key priorities for net zero?

The [Plymouth Net Zero Challenge](#) identifies the key city priorities as being to:

- Cut our emissions from travel
- Cut our emissions from construction and buildings
- Deliver a step-change in low carbon energy generation
- Consume responsibly and reduce our waste
- Engage the whole city in the net zero mission
- As a last resort, offset the GHG (greenhouse gases) emissions we can't stop

The NZAP addresses these priorities by grouping action commitments under four themes:

- Transport
- Buildings, Heat and Power
- Consumption and Waste
- Behaviour change.

These are summarised in turn:

Transport

According to our June 2022 Corporate Emissions Monitoring Report, running our fleet of vehicles accounted for 22% of our known carbon emissions in 2021.

The decarbonisation of our fleet of small vehicles is already underway. Transitioning our fleet of larger vehicles presents technological, financial and organisational that require considerable forward planning.

Transport accounted for 29% of our city's emissions in 2019. Tackling city transport emissions will require a shift in the uptake of active travel and public transport, as well as measures to replace petrol

combustion vehicles with electric vehicles. The NZAP outlines policies and infrastructure proposals that support members of the public with making this change.

Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on transport emissions.

Buildings, Power and Heat

In 2021, more than 52% of our corporate emissions were generated through electricity use in council buildings (32%) and to power roads and street furniture, including lighting and traffic lights (20%). Gas use to provide heat for our buildings generated 22% of our overall emissions.

Our actions will focus on the corporate buildings we use to deliver our services and the built infrastructure we maintain. We will take action to increase to its maximum the energy efficiency of our existing and future estate and to shift our energy demand to renewable energy. This also includes actions to minimise fugitive emissions and water consumption; actions to minimise carbon emissions from our repair and maintenance activities and actions to minimise carbon emissions from any new buildings we commission.

About 28% of the city's carbon emissions are attributable to buildings. The transition to net zero involves a shift towards renewable energy for heating (heat pumps and heat networks) and rapid large-scale insulation of private and commercial buildings across the city. We will act in support of the decarbonisation of power and heat in the city through our planning functions.

Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on buildings, power, and heat emissions.

Consumption and waste

The actions in this category will fall into what are known as Scope 3 emissions. These are indirect emissions related to our activities. Our influence over these activities can be traced through a contract or partnership, or because they are generated in the conduct of our activities or whilst delivering our statutory duties.

We have influence over these emissions but cannot control them. Understanding and reporting upon these emissions is therefore more challenging. Our strategy in respect of these emissions is to control them at source, by taking measures to ensure our contractors and suppliers can demonstrate their commitment to net zero.

Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on consumption and waste emissions.

Behaviour change

Activities to promote positive working practices to minimise emissions associated with our everyday activities. These actions will support reductions in the transport, energy, consumption and waste sector.

According to the [Sixth Carbon Budget](#), while 41% of emission reduction required to achieve Net Zero will be technological, the remaining 59 % will include societal behavioural changes⁵.

What are the wider benefits from the Council taking climate action?

Tackling climate change is compatible with delivering many of the City Council's priorities, whilst also helping deliver savings through being more efficient in our operations and reducing our energy consumption.

⁵ Committee on Climate Change, The 6th Carbon Budget The UK's Path to Net Zero, Figure B2.2 Role of societal and behavioural changes in the Balanced Net Zero Pathway (2035), p70, December 2020

Many of the activities detailed in this plan intend to bring about multiple co-benefits, so we do not have to make a choice between the climate and other critical issues such as economic inequality or health and wellbeing. For example, through climate action, we can improve air quality and create places that have a positive impact on our wellbeing. By promoting active travel, we can bring about some positive health benefits. The creation of green jobs provides opportunities for our city's future prosperity. At a time of soaring inflation and cost of living crisis, actions to cut down our energy consumption and adopt renewable energy produced locally will help bring down the cost of keeping our homes warm.

What other initiatives and programmes will the NZAP complement?

The focus of NZAP is on how the Council will reduce carbon emissions. However, the Council is also committed to other initiatives and programmes to deal with the consequences of climate change and to improve health, wellbeing and environmental quality of the city overall. Some examples are given below:

- Through our Green Minds programme [Green Minds | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/green-minds), we promote green mindsets towards nature, work with communities on rewilding projects, promote the link between public health and nature, and work to ensure nature is integral to decisions made about land use and land management.
- Through our Climate Emergency Planning Statement [Climate Emergency Planning Policy \(plymouth.gov.uk\)](https://www.plymouth.gov.uk/climate-emergency-planning-policy), all new developments must consider the impacts of climate change, and include measures such as delivering at least 10 per cent biodiversity net gain, sustainable drainage, and soil protection.
- Through our City Change Fund [City Change Fund | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/city-change-fund), we support local projects that help tackle climate change and deliver a city that is more resilient to its effects.
- Through Thrive Plymouth [Thrive Plymouth | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/thrive-plymouth), we work to improve health and wellbeing and reduce health inequalities, including promoting healthy lifestyles. Associated behaviour changes not only complement the NZAP's aim to reduce emissions (for example, through encouraging active travel such as walking and cycling), but also create a more resilient population to anticipate impacts of climate change.
- Through our Cost of Living Taskforce [Cost of living | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/cost-of-living) we are working with partners across the city to support families and individuals to access support in making their homes more energy efficient, in reducing their use of energy, and in helping to manage finances when they are struggling to pay gas and electricity bills.
- Working in partnership with the Devon, Cornwall and Isles of Scilly Local Resilience Forum, helping develop the Devon, Cornwall and Isles of Scilly Adaptation Plan [Adaptation Plan – Devon Climate Emergency](https://www.plymouth.gov.uk/adaptation-plan) addressing the impacts of climate change. We will also work with local partners on a more detailed City Adaptation Plan and Climate Change risk assessment to help the Council prepare for and manage the impacts of climate change on the services it provides and on city's wildlife and natural environment.

How will we ensure that climate action is fair and leaves no one behind?

Taking climate action by reducing emissions to zero as rapidly as possible and putting in place plans to mitigate the worst impacts of climate change is the best way to bring about positive outcomes for all, including current and future generations, irrespective of race, disability, gender, sexual orientation or religion.

We need commitment from everyone, but we understand that we are not all equally able to act. Our role is also to ensure, whenever we can, that our city's transition to net zero is just and leaves no one behind.

To do so, we will appeal to government to ensure that the necessary resources are distributed to allow all people to make the transition to a more sustainable way of life. For example, we will continue to seek Government grants for home energy efficiency that can be redistributed to those most in need. We will be promoting green skills, training and jobs, to ensure there are good employment opportunities for all. We will continue to support transport solutions to widen access to mobility, mindful of the needs of vulnerable groups.

Our engagement activities will follow the principles set out in paragraph 2.1 of the City Council's [Statement of Community Involvement](#), and will promote equality and diversity.

In the delivery of all our actions, we will comply with the requirements of the Equality Act 2010.

How will we deliver the NZAP?

As a three-year delivery plan, not every measure identified in the NZAP is fully funded from day one. Some of the measures proposed are fully or partially funded; for example, because they can be delivered with existing staff resources or have grants or other funding already in place. Others will require further work to explore delivery options and funding opportunities. However, given the scale and urgency of the challenge, it is important that the plan is ambitious whilst also being within the bounds of realism, acknowledging the funding limits as well as the policy differences between the Council's net zero target and that of national government. That is the balance we have sought to meet in putting this plan together.

In addition to the four key themes, a section of the NZAP sets out our overall approach to delivery and governance. This explains more about how we will work within the organisation and with partners to help move towards net zero.

Notes to accompany the NZAP

The **Carbon Management Hierarchy (CMH)** is a prioritisation model in 4 steps (Avoid, Reduce, Replace and Offset). This model gives focus first to actions that avoid emissions in the first place, followed by those that reduce emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and offsetting is seen as the last resort or any residual emissions.

Indicators of **Impact** and **Cost** are presented for each strategic commitment to help guide and prioritise activity. Both are presented in terms of High/Medium or Low.

Impact – This is an indicator of the potential impact on emissions from the actions taken in the period. For corporate actions, the context is our known corporate emissions. For citywide influencing actions, the context is the city's emissions.

High impact actions, once completed in full, are likely to make a significant impact on corporate carbon emissions. Low-impact actions may only marginally impact carbon emissions in this period, but may present other advantages, such as facilitating emission reductions elsewhere.

We have further work to do on getting a complete understanding of all our corporate emissions, and this is reflected in the NZAP. This work will enable us to be more specific about our impact measures in future years.

Cost - This is an indicator of potential financial outlay (capital or revenue) needed to deliver the action commitment. It is based on assumptions when specific data is not available.

High-cost activities are those that are likely to require significant outlay in relation to other areas of spend, Low cost activities are expected to be funded with normal service budget.

Key terminology:

Net Zero – An approach to minimise Greenhouse Gas emissions to as close to zero as possible, and then put in place offsetting measures to cancel out emissions that cannot be avoided.

Carbon Neutrality – Carbon neutrality is the same approach, and the phrase is often used interchangeably, but the expression may be misleading as focusing only on carbon, one of four greenhouse gases.

Scopes 1, 2 and 3 – are defined by an internationally accepted methodology for accounting for GHG emissions, the [Greenhouse Gas Protocol](#). Scope 1 emissions relate to the direct burning of fossil fuels by an organisation, for example fuel for transport or gas for heating, Scope 2 emissions relate to emissions from purchased or acquired electricity, steam, heat, and cooling. Scope 3 emissions relate to all other activities where emissions are generated by a third party on behalf of an organisation, for example across our supply chain.

GHG – Greenhouse gases, including Carbon Dioxide, Methane, Nitrous Oxide and Fluorinated Gases.

Offsetting – a carbon offset is a financial product serving to compensate for carbon emissions by investing in a project that will reduce future emissions or capture existing CO₂ from the atmosphere.

References:

- [Plymouth City Council Carbon emissions monitoring report](#), June 2022
- TA Mitchell, ADS Norton, '[Plymouth Greenhouse Gas Reporting and Monitoring 2021](#)', University of Exeter Centre for Energy and the Environment, March 2022.
- L Matrix Evans, '[Local Authorities and the Sixth Carbon Budget](#)', an independent report for the Climate Change Committee, December 2020.
- [Greenhouse Gas Protocol | \(ghgprotocol.org\)](#)

ANNEX TWO: DRAFT PCC NZAP 23-26 WORKSHEET

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
Avoid; Reduce	BHPI	Reduce the size of our corporate estate, improve the thermal energy efficiency of all remaining corporate workspaces and end the use of fossil fuel heating.	The City Council estate operates at maximum thermal energy efficiency with all buildings achieving a minimum of Display Energy Certification/Energy Performance Certificate band C.	A data-informed pathway for reduction in our fossil fuel demand is established by end 2023/24.	From existing resources Climate Emergency Investment Fund and external grants (existing and new bids where available)	In part	High	High	Conduct a programme of business and operations energy audits to provide a detailed breakdown of energy use by building and use (currently 75 properties).	2023-26	Service Director for Human Resources and Organisational Development
									Review the emissions benefits of our asset rationalisation programmes, including the planned closures of Windsor House and Midland House in 2023, and consider other options where appropriate.	2023-26	Strategic Director of Customer and Corporate Services
									Pursue funding opportunities to implement smart controls for heating across our remaining corporate estate.	2023-26	Service Director for Human Resources and Organisational Development
									Pursue funding opportunities to deliver fabric-first heat retention measures across our remaining corporate estate.	2023-26	Service Director for Human Resources and Organisational Development
									Review and update the space temperature performance standard, considering different building types and uses to reduce heating to the lowest	2023/24	Service Director for Human Resources and

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
									possible level whilst ensuring comfort levels are retained.		Organisational Development
									Plan to end the use of fossil fuels for heating in the next period, through the installation of heat pumps across the estate or connection to low carbon heat networks.	2025/26	Service Director for Human Resources and Organisational Development
Avoid; Reduce	BHP2	Make the most efficient use of electricity across the City Council estate	Best in class replacement of all power devices across the City Council estates.	Complete inventory of power-consuming equipment and appliances in the City Council estate with quantified action plan to reduce use	From existing resources	Yes	Medium	Low	Pursue funding opportunities to implement energy saving measures across our remaining corporate estate, such as LED lighting, smart controls, pump and fan replacements. Replace equipment and appliances as part of renewal cycle or where cost savings allow.	2023-2026	Service Director for Human Resources and Organisational Development
Replace	BHP3	Shift our electricity consumption to renewable energy	To procure all our electricity through renewable sources and optimize the availability of decentralised energy for corporate facilities.	To produce the equivalent of 70% of our current electricity needs by 2024 using solar energy	From existing resources Working with partners Developer contributions External grants (existing and new bids where available)	In part	High	High	Increase the proportion of renewable electricity we produce through the delivery of a solar farm at Chelson Meadow by 2024.	2023-26	Service Director for Strategic Planning and Infrastructure
									Maximise the opportunities for installing solar panels on more of our own assets and pursue funding opportunities to do so wherever possible.	2023-26	Service Director for Human Resources and Organisational Development
									Purchase renewable electricity from the proposed Chelson Meadow solar farm	2024-26	Service Director for

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
									for a proportion of our activities, and explore the options to purchase renewable electricity for the remainder.		Human Resources and Organisational Development
Reduce	BHP4	Reduce the energy consumption needed to operate the public highway	The energy consumption for street lighting is reduced to a minimum	Achieve a 30% reduction in energy consumption for street lighting by 2026 (based on 2021 energy consumption figures)	From existing resources	Yes	High	High	Deliver a rolling programme of replacement of traffic signal heads to more economical alternatives.	2023-26	Service Director for Street Services
									Implement a new system of improved control and management of street lighting to reduce its emissions only where safe to do so.	2023/24	Service Director for Street Services
									Continue the programme of replacement of all illuminated traffic highland bollards to more economical alternatives.	2023-26	Service Director for Street Services
									Deliver a rolling programme of maintenance of our street lighting to upgrade to 4th generation LED.	2023/24	Service Director for Street Services
Reduce	BHP5	Reduce emissions from road development and maintenance	The energy and material consumption for road maintenance is reduced to a minimum	New working practices from 2026	From existing resources	Yes	Medium	Medium	Work with our supplier to implement a new methodology to account for and reduce emissions from highways maintenance.	2023/24	Service Director for Street Services
									Trial more economical road surfacing processes for road maintenance and pothole repairs.	2023/24	Service Director for Street Services
Reduce	BHP6	Strive to implement the highest possible standard of	The aspiration for net zero construction has influenced all	Policy in place by 2025	From existing resources External	Yes, assuming can be	Medium	Medium	Develop a policy to guide how all corporate construction activity (buildings and infrastructure) is commissioned and delivered, including prioritising	2023/24	Service Director for Strategic

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
		sustainability in the development of new council construction projects.	corporate construction activity through the entire process from procurement and design to delivery and long term management		grants (existing and new bids where available)	delivered in house			refurbishment of existing buildings over new build where practicable, as well as aspiring to future net zero development.		Planning and Infrastructure
									Showcase new low carbon housing schemes through our eco-homes programme.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
Avoid; Reduce; Replace; Offset	BHP7	Provide a policy framework that supports the decarbonisation of land use and buildings across the city	Citywide aspirations are set out on Climate Connections Plymouth website	Joint Local Plan review commenced by 2024.	From existing resources; Partner contributions	Yes	High	Medium	Implement the Climate Emergency Planning Statement to set ambitious standards of environmental performance for new builds, ahead of the implementation of the Future Homes Standard in 2025 and the review of the Joint Local Plan.	2023-26	Service Director for Strategic Planning and Infrastructure
									Ensure that the next Joint Local Plan puts at its heart the ambition for Plymouth and South West Devon to become a net zero location that is resilient to climate change, maximising opportunities within the context of any revised National Planning Policy Framework and planning reforms.	2024-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
Reduce	BHP8	Facilitate a reduction in emissions from our commercial estate	Citywide aspirations are set out on Climate Connections Plymouth website	Significant progress towards ensuring that all the City Council commercial properties have an Energy Performance Certificate of C or above by 2026, in support of national target to achieve this outcome by April 2027.	From existing resources	Yes	High	Medium	Work positively with our commercial tenants to support and where possible facilitate improvements to energy efficiency of buildings, including signposting them to any grant funding opportunities.	2023-26	Service Director for Economic Development
									Updating records of Energy Performance Certificates and implement measures to upgrade to a minimum E rating as required by Minimum Energy Efficiency Standards.	2023/24	Service Director for Economic Development
									Collate a review of Energy Performance Certificates across the estate. Commission feasibility work to reach a minimum C rating by 2027 and exploring funding opportunities for required works.	2024-26	Service Director for Economic Development
Reduce; Replace	BHP9	Continue to deliver schemes that support households in achieving greater energy efficiency and renewable energy generation, ensuring that poorer communities are not left behind.	Citywide aspirations are set out on Climate Connections Plymouth website	1293 households supported by 2026	From existing resources Developer contributions External grants (existing and new bids where available)	In part	High	High	Develop and deliver programmes to improve energy efficiency of fuel poor homes and to support the increase of retrofit measures across all the city's housing stock, in partnership with the Plymouth Energy Community and other partners.	2023-26	Service Director for Strategic Planning and Infrastructure
									Continue to lobby for more ambitious national retrofit programmes for households and businesses.	2023-26	Service Director for Strategic Planning and Infrastructure
Replace	BHP10	Support the development of a low carbon energy generation and distribution	Citywide aspirations are set out on Climate Connections Plymouth website	7,500 MWh/a of heat supplied by new low carbon heat networks in	From existing resources Developer contributions	In part	High	High	Work with National Grid on increasing the capacity of the energy grid to shift to an economy that will be more reliant on electricity generation.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref.	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BUILDINGS, POWER AND HEAT											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
		infrastructure that will meet our future energy needs.		Plymouth by end 2025/26	External grants (existing and new bids where available)				Review opportunities arising from the Waterfront Local Energy Plan to deploy renewable energy generation to meet future needs.	2023/24	Service Director for Strategic Planning and Infrastructure
									Deliver heat network clusters at the Guildhall and Civic Centre, and bid for Green Heat Network funding to deliver a heat network in Millbay, using the schemes to showcase low carbon heat network to residents.	2024/25	Service Director for Strategic Planning and Infrastructure
									Working with the private sector, explore wider roll out of heat networks, and in particular linking to the Energy from Waste plant and other sources of renewable or waste heat.	2024-26	Service Director for Strategic Planning and Infrastructure
									Continue to engage in the UK Government's Heat Network Zoning pilot as one of 28 towns and cities participating, which should lead to legislation in 2024, improving the market conditions further for investment in heat networks.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
TRANSPORT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
Avoid, Reduce	T1	Deliver corporate policies and initiatives that minimise travel and encourage the adoption of active travel and low carbon alternatives.	All our business travel is reduced to a minimum and undertaken by low or zero carbon means.	Pathway for the reduction of our business travel emissions established by March 2024.	From existing resources; Climate Emergency Investment Fund; External grants (existing and new bids where available)	In part	High	Medium	Review the emissions benefits of the Go Green Travel Plan and consider new options where appropriate to minimise our business travel.	2023-26	Service Director for Human Resources and Organisational Development
				Build in a 5% reduction in use of transport for domiciliary care clients across the city from 2023-26					Continue to support and enable digital options for home working, meetings and training, through The Way We Work programme, whilst keeping under review wellbeing and other impacts.	2023-26	Service Director for Human Resources and Organisational Development
									Deliver schemes that support Council staff and Councillors in adopting low carbon business travel and travel to work. (e.g. Electric Vehicle staff purchase scheme, cycle to work scheme, investigate providing corporate access to an electric car club and Beryl bikes for business travel)	2023-26	Service Director for Human Resources and Organisational Development
									Ensure contracts for health and care providers comply with reduction of use of transport by inserting a transport reduction clause into all relevant contracts for procuring services across Plymouth.	2024/25	Strategic Director for People
Reduce	T2	Implement measures to optimise waste collection rounds	All practical solutions available fully utilised, leading to	10% reduction in overall mileage for waste collection vehicles by end	Use of existing staff resource, Climate	In part	Medium	Medium	Continuing to implement smart ways of programming domestic waste collection activities to minimise vehicle mileage.	2023-25	Service Director for Street Services

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
TRANSPORT											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
		to minimise vehicle mileage.	negligible need for repeat journeys for all council operations	2024/25 (from 2022/23 baseline)	Emergency Investment Fund				Continuing to implement smart ways of programming (Alloy system) for litter bins collection activities to minimise vehicle mileage.	2023-25	Service Director for Street Services
									Removal of physical constraints to access, e.g. through back lane lining and effective enforcement measures.	2023/24	Service Director for Street Services
Replace	T3	Implement a vehicle decarbonisation programme.	To bring the carbon emissions from our fleet to as close to zero as possible	To replace 30% of our fleet by electric vehicles by end of 2026 (70 out of 220 vehicles), including 100% of our small fleet.	Existing resources; Climate Emergency Investment Fund	Yes for 30% replacement goal; additional resources will be needed to go further	High (Fleet is 22% of Council emissions as of 2021 data)	High	Replace an additional 24 small vans and cars by electric alternatives in 2023/24.	2023/24	Service Director for Street Services
									Seek funding opportunities to deliver trials of zero emission specialist vehicles within the Council fleet, such as refuse vehicles or road sweepers.	2023-26	Service Director for Street Services
									Start phasing out the purchasing of new diesel vehicles and plan the replacement of the rest of the Council fleet to zero emission vehicles in the next period (between 2027 and 2030).	2025/26	Service Director for Street Services
									Pursue funding opportunities to create charging substations to meet the increasing energy needs of the Council fleet.	2023-26	Service Director for Human Resources and Organisational Development

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
TRANSPORT											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
Replace	T4	Provide a local policy framework that facilitates the decarbonisation of the transport system.	Citywide aspirations are set out on Climate Connections Plymouth website	Electric Vehicle Charging Infrastructure Strategy published by end 2023; New Local Transport Plan adopted by March 2024	From existing resources; External grants (existing and new bids where available)	Yes, assuming can be delivered in house	High	Medium	Create and deliver an Electric Vehicle Charging Infrastructure Strategy for the City, a plan to promote the uptake of electric vehicles, including establishing charging hubs at key destinations and on-street provision, as well as considering electric vehicle users in parking policy and infrastructure projects.	2023/24	Service Director for Strategic Planning and Infrastructure
									Review Plymouth's Local Transport Plan, setting out proposals for management, maintenance and enhancement of the city's sustainable transport network leading to quantifiable carbon reduction.	2024/25	Service Director for Strategic Planning and Infrastructure
Reduce	T5	Contribute to providing public infrastructure needed to meet the city's low carbon transport needs.	Citywide aspirations are set out on Climate Connections Plymouth website	500 EV chargers by 2026 2.65km of new or improved cycling and walking routes 6 new or improved road crossing points 10 new contraflow cycle lanes 75 new secure cycle parking spaces	Developer contributions; External grants (existing and new bids where available)	In part	High	High	Deliver the mobility hubs to enable an increase in the number of journeys undertaken by ebikes and electric cars.	2023-25	Service Director for Strategic Planning and Infrastructure
									Pursue funding opportunities to implement our Local Cycling and Walking Plan and to provide accessible, secure cycle storage options at key destinations and transport hubs.	2023-26	Service Director for Strategic Planning and Infrastructure
									Pursue funding opportunities to further develop the city's electric charging infrastructure.	2023-26	Service Director for Strategic Planning and Infrastructure
									Support initiatives for investment in infrastructure for alternative fuels including hydrogen and biofuel to increase wider access and availability for	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
TRANSPORT											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
									the city's difficult to decarbonise transport.		
Reduce	T6	Co-produce decarbonisation plans and initiatives with partners from across the transport system.	Citywide aspirations are set out on Climate Connections Plymouth website	Bus Service Improvement Plan approved by June 2023; Regional decarbonisation strategy for transport approved by September 2023	From existing resources; Developer contributions; External grants (existing and new bids where available)	In part	High	High	Deliver the initiatives in the Bus Service Improvement Plan to improve Plymouth's public transport's resilience, capacity and connectivity to ensure it is available, reliable and affordable for everyone, through the establishment of an Enhanced Partnership.	2023-26	Service Director for Strategic Planning and Infrastructure
									Continue to work with Peninsula Transport to produce a regional decarbonisation strategy for transport including developing a carbon baseline for transport for each Local Authority.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
CONSUMPTION AND WASTE											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
Reduce	CWI	Use our purchasing power to reduce our consumption-related emissions and seek the highest possible standards of sustainability for our externally-sourced supplies, services and works.	Emissions from purchased supplies, services and works are addressed upfront when identifying a need through a policy that favours sustainability.	A corporate Net Zero policy for the purchase of goods and services is in place and being implemented by all service areas by end 2023/2024, delivering significant progress towards addressing consumption - related Scope 3 emissions at source by 2026.	Existing resources	Yes	High	Medium	Revise the capital business case process to ensure decarbonisation is a consideration for all capital projects whatever the planned level of spend.	2023/24	Service Director for Finance
									Put in place a toolkit to support the Council's contract managers in monitoring the effectiveness of our contracts in terms of carbon emissions commitments made by contractors.	2023/24	Service Director for Finance
									Source recycled and refurbished equipment for our corporate operations needs where possible.	2023-26	Service Director for Human Resources and Organisational Development
									Continue to develop the Council's procurement approach to fully align it with the Council's Net Zero ambition and introduce a contract award weighing for climate change.	2023/24	Service Director for Finance
									Engage with the Council's family of companies to support their plans for Net Zero.	2023/24	Strategic Director of Customer and Corporate Services
Reduce	CW2	Cut down our corporate waste and minimise the impact of waste that cannot be avoided.	Corporate waste has been radically reduced, evidenced through year-on-	The Council has policies and facilities in place to cut down its waste to a strict	Existing resources	Yes	Medium	Low	Continue to encourage waste minimisation, reuse and recycling at all our premises, ensuring all waste streams are separated to maximise recycling opportunities.	2023-26	Service Director for Human Resources and Organisational Development

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
CONSUMPTION AND WASTE											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
			year improvements	minimum by end 2026							

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
CONSUMPTION AND WASTE											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
Reduce	CW3	Develop greater adherence to the waste hierarchy, including taking a lead on supporting reuse within the city.	Citywide aspirations are set out on Climate Connections Plymouth website	Reuse partnership established by 2024	Existing resources External grants (existing and new bids where available)	In part	Medium	Medium	Establish a 'Reuse Partnership' by working with partners in retailing, housing associations, charities, education providers, and existing re-use businesses thereby stimulating the green economy, creating skilled jobs and affordable reusable items for householders.	2023/24	Service Director for Street Services
									Complete an evaluation of reuse initiatives in the city.	2023/24	Service Director for Street Services
									Develop a business case to implement a reuse shop in Plymouth.	2023/24	Service Director for Street Services

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
CONSUMPTION AND WASTE											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
									Identify funding to support communities to increase the number of operating repair and reuse initiatives.	2023-26	Service Director for Street Services
									Support the delivery of a food waste reduction programme in collaboration with Food Plymouth.	2023/24	Service Director for Strategic Planning and Infrastructure
Reduce	CW4	Work with residents to increase the city's household recycling rate.	Citywide aspirations are set out on Climate Connections Plymouth website	Establish an informed pathway for the uptake of recycling towards the Plymouth Plan target of 65% recycling rate by 2034 (and its impact on emissions), by the end of 2023/24	Existing resources, with some growth needed for full implementation. External grants (existing and new bids where available)	In part	High	High	Engage with communities to maximise opportunities for increasing recycling levels and compliance with our waste collection scheme.	2023/24	Service Director for Street Services
									Develop proposals to move towards a kerbside food waste collection service to Plymouth households in line with pending Government legislation and guidance.	2025/26	Service Director for Street Services
									Deliver a behaviour change programme for residents promoting the Reduce, Reuse and Recycle waste management hierarchy, in order to minimise the impact of the waste we collect as a statutory function.	2023-26	Service Director for Street Services
									As a member of the South West Devon Waste Partnership, explore feasibility of developing carbon capture and storage at the Energy from Waste plant.	2025/26	Service Director for Street Services

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BEHAVIOURAL CHANGE											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
Reduce	BCI	Encourage our staff and members to adopt low carbon behaviours.	Every Council employee and member is playing their part in helping the Council and city achieve Net Zero.	Achieve silver accreditation for carbon literacy by training 15% of staff by 2026, including offering training for members and senior managers.	From existing resources	Yes	Medium	Low	Deliver a comprehensive employee engagement programme on Climate Change, mitigation and adaptation, including Carbon Literacy training, supporting employees on energy saving behaviours, business travel and IT use, and on reducing consumption and waste.	2023-26	Service Director for Human Resources and Organisational Development
									Equip our Green Champions with the skills and resources they need to champion the net zero agenda in their service areas.	2023/24	Service Director for Human Resources and Organisational Development
									Through the Optimising Our Assets Programme, implement sustainable digital practices informed by the evidence collected through the roll-out of the programme.	2023/24	Strategic Director of Customer and Corporate Services

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BEHAVIOURAL CHANGE											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
Reduce	BC2	Develop and deliver an inclusive programme of engagement with the community In collaboration with the Plymouth Net Zero Partnership.	Citywide aspirations are set out on Climate Connections Plymouth website	Year-on-year step change of engagement in the Climate Connections website	From existing resources Partner contributions External grants (existing and new bids where available)	In part	High	Medium	Deliver an inclusive Plymouth Net Zero engagement plan in collaboration with the Plymouth Net Zero Partnership.	2023/24	Service Director for Strategic Planning and Infrastructure
									Deliver behavioural change programmes and energy advice services for individuals, communities and businesses in partnership with PEC. Taking lessons from the Local Government Association behavioural insights programme, continue to seek funding to launch additional interventions.	2023-26	Service Director for Strategic Planning and Infrastructure
									Keep the Climate Connections website up-to-date and well managed, as its custodian for the city, and deliver the next phase of improvements.	2023-26	Service Director for Strategic Planning and Infrastructure
									Continue to grow the network of Climate Ambassadors and deliver a citywide climate conference.	2023-26	Service Director for Strategic Planning and Infrastructure
									Deliver a Climate Emergency outreach programme at the Box.	2024/25	Service Director for Economic Development

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
BEHAVIOURAL CHANGE											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
									Develop an inclusive, local climate change training course for Plymouth in consultation with community groups, including climate ambassadors, for adoption and delivery by the community.	2023/24	Service Director for Strategic Planning and Infrastructure
									Introduce local low carbon schools pledges on the Climate Connections website.	2023/24	Director of Children's Services
									Work with the National Marine Park to raise awareness and explain the role of blue carbon in supporting the city's journey to net zero, including the development of the blue green economy.	2023-26	Service Director for Economic Development
Reduce	BC3	Provide support for transition to a future net zero economy driving investment, increasing knowledge, skills and local capacity in the business community.	Citywide aspirations are set out on Climate Connections Plymouth website	Net Zero action plan identified for top 50 business relationships and supported businesses All funds appraisals assessed for net zero impact Recommendations from the Green Skills Action Plan are implemented by 2026	From existing resources, external grants (existing and new bids where available). Partnership funding opportunities to be explored	In part	High	Medium	Create and deliver plan for the city's economic transition to a low carbon economy as part of the overall economic development plan and add to the Growth Board agenda.	2023-26	Service Director for Economic Development
									Ensure net zero is part of all technical appraisals for funds within Council responsibility such as Freeport and Shared Prosperity Fund.	2023-26	Service Director for Economic Development
									Identify funding to establish further net zero support for the City's businesses.	2023-26	Service Director for Economic Development
									Put in place a Green Skills Action Plan, a strategy to expand low carbon skills and capacity for each sector of the Plymouth economy.	2023/24	Director of Children's Services

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
All levels	GD1	Maintain the strategic overview and coordination of corporate carbon reduction, and a phased programme for introducing offsetting to deal with residual emissions.	The Council has reduced its corporate emissions to as close to zero as possible, and is offsetting its residual emissions	Annual review of Net Zero Action Plan performance and corporate Greenhouse Gas monitoring reports published	Internal resources	Yes	High	Low	Continue to provide strategic leadership of the climate emergency through the Council's Climate Emergency Board, which will maintain a strategic focus on the commitment to be a net zero organisation by 2030 by meeting at least 3 times a year.	2023-26	Assistant Chief Executive
									Develop a performance framework for the Net Zero Action Plan, providing quantified measures where possible in order to track progress to net zero.	2023/24	Service Director for Strategic Planning and Infrastructure
									Collect performance data relating to the Council's greenhouse gas emissions and report this annually through the Climate Connections web site and on our corporate website.	2023-26	Assistant Chief Executive
									Develop a Council-wide emissions offsetting plan setting out the overall approach to addressing residual emissions from Council activities.	2023/24	Service Director for Strategic Planning and Infrastructure
All levels	GD2	Deliver strategic overview of climate emergency-related budget pressures and funding opportunities.	Climate considerations have been mainstreamed into to each investment and	Climate Decision Tool rolled out across organisation by 2023 and new green finance options actively	Internal resources	Yes	High	Medium	Roll out the Climate Change Impact Assessment tool / Climate Decision Wheel in a phased way to help ensure all key decision making takes climate considerations into account.	2023/24	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
			other key decisions	pursued and secured					Continue to use of the Climate Emergency Investment Fund to help the Council move towards net zero.	2023-26	Service Director for Strategic Planning and Infrastructure
									Keeping under active review all opportunities for external funding to support the Council's and City's net zero aspirations, including for example grants and developer contributions.	2023-26	Service Director for Strategic Planning and Infrastructure
									Keeping under review environmental financing opportunities and products that could be utilised or developed in Plymouth, including local offsetting schemes that others are able to invest in.	2023-26	Service Director for Strategic Planning and Infrastructure
									Continue to seek financial and in-kind contributions from partners and other external funding sources to enable the Plymouth Net Zero Partnership to deliver effective strategic leadership of the Plymouth's net zero emissions.	2023-26	Service Director for Strategic Planning and Infrastructure
Offset	GD3	Develop local offsetting projects to provide options for the Council and others to meet	Our residual corporate emissions are offset by local initiatives that	2 local carbon offset projects fully developed and receiving	Internal resources, partner contributions	In part	High	Medium	Undertake a review of options for delivery and governance of local offsetting options, in conjunction with the Plymouth Net Zero Partnership.	2023/24	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
		their offsetting needs in the local area.	bring financial and environmental benefits to our city and local area.	investment by 2026	and grant funding				Investigate potential for retrofit carbon code and deliver local housing retrofit carbon offsetting project.	2023/24	Service Director for Strategic Planning and Infrastructure
									Deliver Plymouth and South Devon Community Forest Woodland Carbon Credits project.	2023-26	Service Director for Strategic Planning and Infrastructure
									Develop carbon code for seagrass and deliver local seagrass blue carbon offsetting project.	2023-26	Service Director for Strategic Planning and Infrastructure
n/a	GD4	Manage the risks to the Council service delivery arising from the likely impacts of climate change.	All Council services are delivered with an awareness and understanding of the potential impacts of climate change on the citizens they are provided for.	Corporate adaptation plan completed and rolled out into service business planning by end of 2024	Internal resources and partner expertise	In part	High	Medium	Undertake an organisational review of potential corporate impacts of climate change.	2023/24	Service Director for Strategic Planning and Infrastructure
									Prepare and implement an Adaptation Plan and Climate Change risk assessment to help the Council prepare for and manage the impacts of climate change on the services it provides.	2023/24	Service Director for Strategic Planning and Infrastructure
									Use natural infrastructure and the 'healthy streets' process proactively to deliver climate friendly projects, resilient spaces, healthy places and capture carbon.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help it become a net zero organisation</i>											
									Deliver the Council's Plan for Trees to improve the city's resilience to the effects of climate change, including cooling our streets in the summer, providing shelter from winds, reducing energy costs, slowing down water runoff, reducing flooding, filtering and absorbing pollution, improving air quality and tackling climate change through carbon sequestration.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
All levels	GD5	Support the effective City and Regional governance and action on the climate emergency.	Citywide aspirations are set out on Climate Connections Plymouth website.	Action and Advisory groups for Plymouth Net Zero Partnership in place for all key themes, and Regional Adaptation Plan endorsed, by start of 2024.	Internal resources, Partner resources	In part	High	Medium	Support the effective operation and growth of the Plymouth Net Zero Partnership in its city leadership role for the City's net zero agenda.	2023-26	Service Director for Strategic Planning and Infrastructure
									Work with regional partners on the Devon Carbon Plan and the Devon, Cornwall and Isles of Scilly Adaptation Plan.	2023-26	Service Director for Strategic Planning and Infrastructure

Role in CMH	Ref	Strategic Commitment	2030 Aspiration	Goals for the period 2023/26	Funding	Funding in place?	Impact	Cost	Actions	Year	Owner
GOVERNANCE AND DELIVERY											
<i>Actions that the City Council will take to help Plymouth become a net zero city</i>											
All levels	GD6	Lobby government for flexibilities, powers and resources to enable the Council and its partners to deliver a net zero city, and one that is resilient to the effects of climate change.	Citywide aspirations are set out on Climate Connections Plymouth website.	Plymouth 'Offers and Asks' document is used proactively to support climate emergency lobbying.	Internal resources	Yes	High	Low	National policy and legislative proposals are kept under continuous review, with opportunities for lobbying and influencing taken through the Plymouth 'Offers and Asks' document and 'ad hoc' approaches as appropriate.	2023-26	Assistant Chief Executive