

# NET ZERO ACTION PLAN 2024-2027

BRIEFING PAPER AND PLAN - 18 MARCH 2024



## BACKGROUND

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.
4. During 2022, a review of the Council's approach to climate strategy and action planning took place. This was done in consultation with the Cabinet Member for Climate Change and Governance and the main opposition leads. It reported to the Council's Climate Emergency Board in May 2022.
5. 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 responded to having a clear focus on delivery, it could 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 had only been achieved with limited success, suggesting we needed to reconsider how best to engage the wider city in the agenda.
  - Whilst the alignment of the CCRPs and CEAPs to calendar years had good logic from a communications perspective, this was out of kilter with budget planning which works to financial years.
6. As a result, the Climate Emergency Board endorsed a new approach which included:
  - Working with city partners on a Climate Emergency strategic narrative, embedded in the Climate Connections Plymouth website. [Home - Climate Connections Plymouth](#). This was launched at the Plymouth Plan Convention on 17 November 2022.
  - 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.
7. On 27 March 2023, the City Council supported and endorsed a new style climate action plan for the City Council, the Net Zero Action Plan (NZAP) 2023-2026. CCRPs and CEAPs were prepared until 2022. The first Net Zero Action Plan became effective in April 2023. It has now been reviewed and a new version of the plan for 2024/27 has been drafted as a result.

## **THE NET ZERO ACTION PLAN 2024-2027**

8. The NZAP focuses 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 6,312 tonnes CO<sub>2</sub>e 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.
9. The format of the NZAP 2024/2027 is consistent with that of the NZAP 2023-2026. The NZAP is a digital plan, published on the City Council's website, and includes 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.
  - For each strategic commitment, the following information is to be included:
    - A 2030 aspiration (where we are aiming to be in support of the net zero agenda)
    - Specific goals for the period 2024-27.
    - 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.
10. Behind the plan, there is a detailed worksheet with more information about the funding and delivery of each commitment and specifically named lead officers to support monitoring.
11. Annex 1 includes the proposed text for the published front end of the NZAP. Annex 2 includes the NZAP worksheet from which the content of the published webpages will be derived.

## **NEXT STEPS**

12. If formally supported and endorsed by the City Council, the NZAP will be proactively used to manage the Council's climate emergency response.
13. 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. We are working towards 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).

## ANNEX I: NZAP 2024-2027 FRONT END

### What is the Net Zero Action Plan?

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.

This NZAP is the City Council's second one, replacing that for 2023-2026 and the previous 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 City 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 emissions<sup>1</sup>. The NZAP will aim to accelerate the reduction of these emissions so that the Council is a net zero organisation by 2030.

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<sup>1</sup> 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.

## Plymouth City Council Carbon Emissions (in T CO<sub>2</sub>e)

Sector	2019	2020	2021	2022	Change from 2019 baseline
Council buildings	4,051	3,306	3,815	3,198	-21.1%
Vehicles / fleet / transport / equipment	1,545	1,744	1,584	1,691	9.4%
Roads and street furniture, including lighting and traffic lights	2,002	1,807	1,390	1,266	-29.0%
Staff and councillor travel / travel at work	326	218	218	157	-51.8%
<b>Total (Tonnes of CO<sub>2</sub>e)</b>	<b>7,924</b>	<b>7,075</b>	<b>7,007</b>	<b>6,312</b>	<b>-18.1%</b>

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 <https://climateconnectionsplymouth.co.uk/wp-content/uploads/2023/07/Plymouth-Greenhouse-Gas-Monitoring-Report-2022-Accessible.pdf>

### What have we already delivered from our previous plans?

The City Council acknowledges that achieving net zero, both as an organisation and as a city is a journey. It can't be achieved overnight. However, since our first action plans in 2019 we have made some significant steps on that journey.

Examples of actions we have already taken to drive down our organisational and city emissions include the following. We have:

- Installed 105 e-bike locations where people can hire one of 500 Beryl e-bikes and installed EV chargepoint in over 300 parking bays in the city.
- Invested £6.9M since 2020 in a programme of renewable energy installations on 12 of our buildings, leading to 660t of carbon savings.
- Purchased 61 electric vehicles for our fleet.
- Put in place a Climate Emergency Investment Fund to support initiatives to continue the decarbonisation our estate and operations.
- Been highly proactive in seeking external funding for net zero projects, successfully securing over £111m of grant funding for a range of net zero infrastructure and sustainable transport projects, delivering a total investment of over £212m.
- Used the planning process to good effect, securing over £5m for carbon offset and net zero funding from the s106 and Community Infrastructure Levy process.
- Worked with others to set up a Plymouth Net Zero Partnership that provides visible city leadership for tackling the climate emergency and promote wider ownership of and engagement with the net zero mission.
- Developed a website called Climate Connections which provides a place for people to go to see the part they can play in helping the city get to net zero, and to learn about what others in the city are doing.
- Working with Plymouth Energy Community, improved the energy efficiency of 499 privately owned and rented homes, helping to address fuel poverty.

- Working with Livewest and Plymouth Community Homes improved the energy efficiency of 82 social homes, helping to address fuel poverty.
- Adopted new planning guidance to ensure that development properly takes account of the climate emergency.
- Delivered a carbon literacy training programme for the council.

With regard to last year's NZAP, we have:

- Established a new Climate Impact Assessment process that ensures that all key decisions and major investments consider their environmental and climate impacts.
- Taken steps to address over-heating in our buildings through a new policy and systems.
- Taken significant steps towards the roll out of a strategic heat network for the City Centre and waterfront.
- Updated our procurement process to use our influencing power amongst our suppliers.
- Put in place a Green Skills Action Plan.
- Integrated net zero considerations into technical appraisals for funds such as Freeport and the Shared Prosperity Fund.
- Agreed a vehicle and programme for local offsetting options, called Ocean City Nature.

The monitoring reports for our previous action plans can be found by following these links:

[Previous climate and corporate action plans | PLYMOUTH.GOV.UK](#)

[Agenda for Growth and Infrastructure Overview and Scrutiny Committee on Wednesday 14 February 2024, 2.00 pm - Modern Council \(plymouth.gov.uk\)](#)

### **What does the NZAP cover?**

The NZAP covers two fundamental areas:

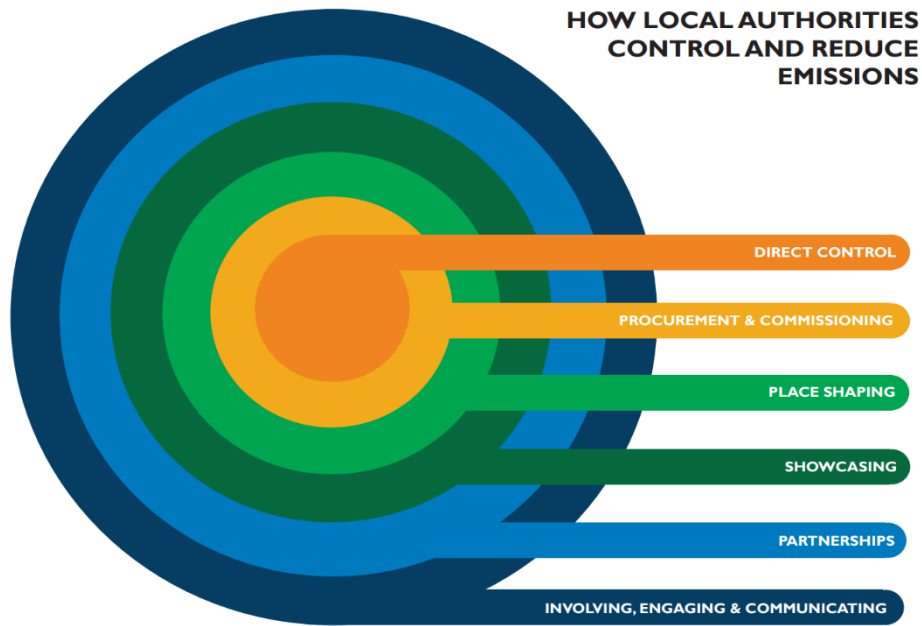
First, it includes action commitments to reduce emissions from the facilities we own and the services we deliver. With known emissions of 6,312 Tonnes CO<sub>2</sub>e in 2022, the City Council is directly responsible for less than 1% of direct emissions in the city<sup>2</sup>.

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 locality<sup>3</sup>. Ways in which councils can do this are shown in this diagram:

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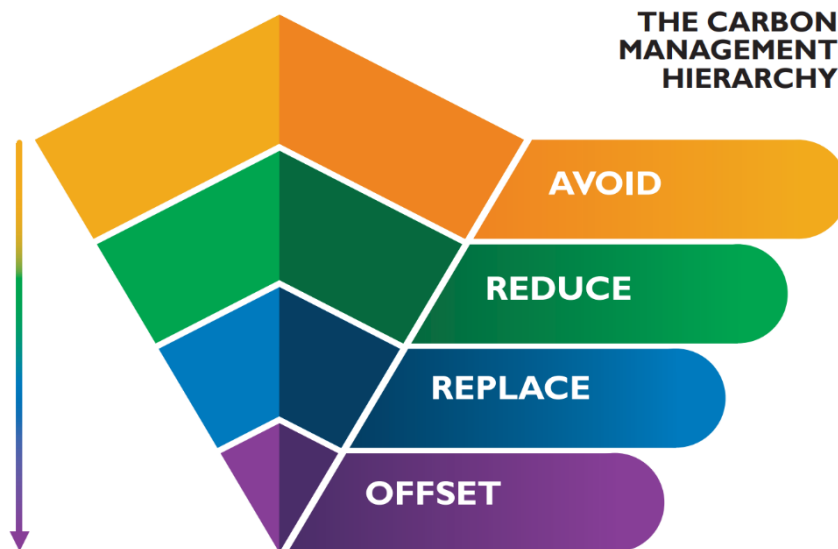
<sup>2</sup> Plymouth City Council Carbon emissions monitoring report, June 2022

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



**What is our overall approach?**

The NZAP has been guided by what is known as the Carbon Management Hierarchy (CMH)<sup>4</sup>. 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.



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<sup>4</sup> 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

## 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 cannot stop.

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

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

### **Transport**

According to our June 2023 Corporate Emissions Monitoring Report, running our fleet of vehicles accounted for 26% of our known carbon emissions in 2022.

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

According to the [Plymouth Greenhouse Gas Report](#), transport accounted for 28% of our city's emissions in 2020. 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.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Delivering mobility hubs, establishing an Electric Vehicle (EV) car club for Plymouth and pursuing funding opportunities for the introduction of Zero Emission Buses (T5),
- continuing the replacement programme for our fleet of small vans and car fleet with EV alternatives (T3),
- and implementing the Electric Vehicle Charging Infrastructure Strategy for the City (T4).

### **Buildings, Power, and Heat**

In 2022, 49% of our corporate emissions were generated through electricity use in council buildings (29%) and to power roads and street furniture, including lighting and traffic lights (20%). Gas use to provide heat for our buildings generated 21% 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.

In 2020, about 28% of the city's greenhouse gas emissions were attributable to heating, and 17% of the emissions were associated with generating electricity for our 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.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Supporting the development of a low carbon energy generation and distribution infrastructure that will meet our future energy needs by developing a strategic heat network delivery programme for the city (BHP10),
- maximizing the opportunities for installing solar panels on more of our own assets, including delivering the Chelson Meadow solar farm (BHP3),
- reducing the size of our corporate estate, improve the thermal energy efficiency of all remaining corporate workspaces and to work towards ending the use of fossil fuel heating (BHP1),
- delivering schemes that support households in achieving greater energy efficiency and renewable energy generation (BHP9),
- and implementing a new system of improved control and management of street lighting to reduce its emissions only where safe to do so (BHP4).

### **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.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Using 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 (CW1),
- And delivering a weekly kerbside food waste collection service to Plymouth households in line with Government legislation and guidance (CW4).

### **Behaviour change**

Activities to promote positive working practices to minimize 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 changes<sup>5</sup>.

### **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.

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 Climate Emergency Planning Statement [Climate Emergency Planning Policy \(plymouth.gov.uk\)](#), 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](#), 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](#), 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](#) 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 struggling to pay gas and electricity bills.
- The [Plymouth Sound National Marine Park](#) will encourage greater prosperity and engagement with our marine environment. Building on our current work and existing structures, it will support a new approach to how we value and work in harmony with the natural environment to

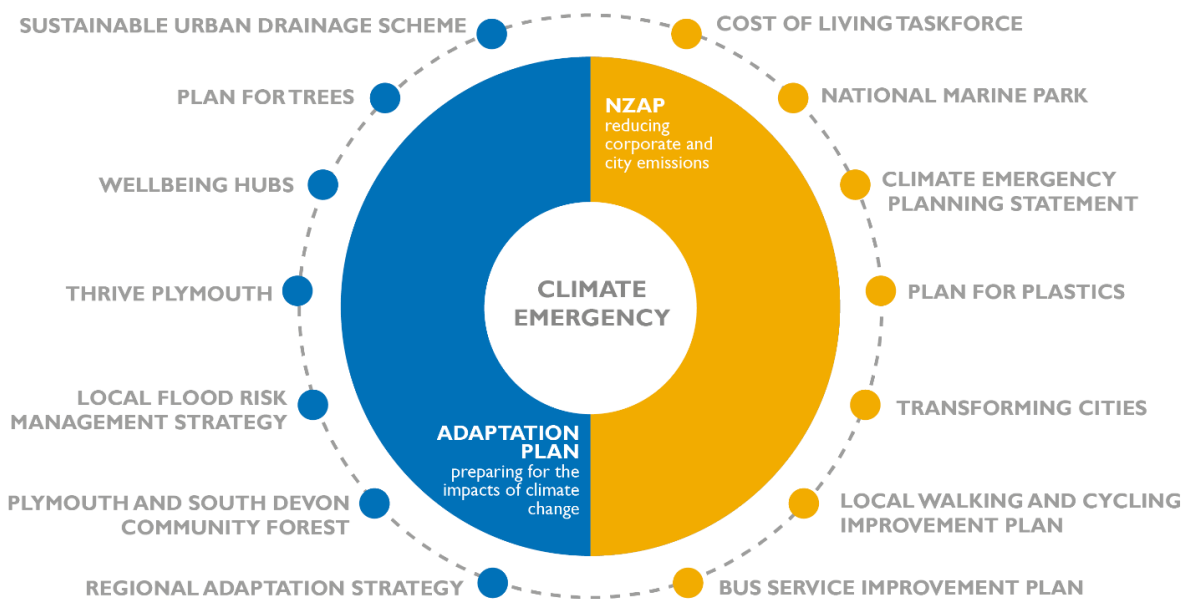
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<sup>5</sup> Committee on Climate Change, The 6<sup>th</sup> Carbon Budget the UK's Path to Net Zero, Figure B2.2 Role of societal and behavioural changes in the Balanced Net Zero Pathway (2035), p70, December 2020

deliver the greatest benefit for all. Our vision is for a National Marine Park that supports thriving businesses, connected communities and inspired visitors.

- The [Plymouth and South Devon Community Forest](#) is an ambitious new project that will see hundreds of new trees planted across the city.
- The [Plymouth and South Devon Freeport](#) is collaborating with partners to deliver Net Zero emissions target significantly ahead of 2050. It will monitor emissions and actively drive decarbonisation with Freeport landlords and tenants. The Freeport designation and seed capital function as a catalyst in the delivery of a 10MW Green Hydrogen Electrolyser at Langage, a Pedestrian and Cycle Bridge across A38 connecting the 2 tax sites at Langage and Sherford and the Innovation Centre in South Yard. The significant opportunities in Net Zero Innovations with partners and business are key to achieving Net Zero and positioning Plymouth in growth sectors, like the supply and maintenance of Floating Offshore Wind in the Celtic Sea.
- 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](#) addressing the impacts of climate change. We will also collaborate 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.

This connectivity between wider plans and the Council’s delivery programmes and plans for responding to the climate emergency is shown diagrammatically below.



The diagram is illustrative only and is not intended to be comprehensive.

**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 age, 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 prioritize 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 CO<sub>2</sub> from the atmosphere.

### References:

- Plymouth City Council Carbon emissions monitoring report, June 2023
- [Plymouth City Council Carbon emissions monitoring report](#), June 2022
- TA Mitchell, ADS Norton, '[Plymouth Greenhouse Gas Reporting and Monitoring 2022](#)', University of Exeter Centre for Energy and the Environment, July 2023.
- 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: NZAP 2024-2027 WORKSHEET

The colour coding is intended to make each theme of the Net Zero Action Plan easier to identify. Actions on a green background are new actions for the period 2024/27. The others are a continuation of the activities previously agreed in NZAP 2023-2026.

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHPI	Energy Management Portal in place by end of 2024/25, with a view to enhance our understanding of our energy consumption.	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.	BHPI B. Conduct a programme of business and operations energy audits for 75 properties to provide a detailed breakdown of energy use by building and use.	2024-26	Assistant Chief Executive
				BHPI C. Continue a programme of estate rationalisation based on energy efficiency and sustainability.	2024-27	Assistant Chief Executive
				BHPI D. Pursue funding opportunities to implement smart controls for heating across our remaining corporate estate and plan to increase the number of sites benefiting from smart heating controls.	2024-27	Assistant Chief Executive
				BHPI E. Pursue funding opportunities to deliver fabric-first heat retention measures across our remaining corporate estate and plan to increase the number of sites benefiting from energy efficiency measures.	2024-27	Assistant Chief Executive
				BHPI F. Plan to end the use of fossil fuels for heating in the period 2027/2030, through, for example, the installation of heat pumps across the estate or connection to low carbon heat networks.	2025/26	Assistant Chief Executive
				BHPI G. Conduct a review of EPC ratings for all our libraries and identify actions needed to improve their energy efficiency.	2024/25	Interim Strategic Director for People

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHP2	Inventory of power-consuming equipment in the City Council's estate with quantified action plan to reduce use by 2026.	Make the most efficient use of electricity across the City Council's estate.	BHP2 A. Pursue funding opportunities to implement electricity-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.	2024-27	Assistant Chief Executive
				BHP2 B. Continue project to make further reductions to the carbon impact of our website, whilst maintaining a good level of customer service.	2024/25	Assistant Chief Executive
Buildings, Heat and Power	BHP3	Produce the equivalent of 70% of our 2023 electricity needs by 2025 using solar energy.	Shift our electricity consumption to renewable energy.	BHP3 A. Increase the proportion of renewable electricity we produce through the delivery of a solar farm at Chelson Meadow by 2025.	2024/25	Strategic Director for Place
				BHP3 B. Maximise the opportunities for installing solar panels on more of our own assets and pursue funding opportunities to do so wherever possible.	2024-27	Assistant Chief Executive
				BHP3 C. Purchase renewable electricity from the proposed Chelson Meadow solar farm for a proportion of our activities and explore the options to purchase renewable electricity for the remainder.	2025/26	Assistant Chief Executive
Buildings, Heat and Power	BHP4	Achieve a 40% reduction in energy consumption for street lighting by 2026 (based on 2021 energy consumption figures).	Reduce the energy consumption needed to operate the public highway.	BHP4 A. Implement a new system of improved control and management of street lighting to reduce its emissions only where safe to do so.	2024-26	Strategic Director for Place
				BHP4 B. Deliver a rolling programme of maintenance of our street lighting to upgrade to 4th generation LED.	2024/25	Strategic Director for Place
				BHP4 C. Deliver a rolling programme of replacement of traffic signal heads to more economical alternatives.	2024/25	Strategic Director for Place
				BHP4 D. Continue the programme of replacement of all illuminated traffic highland bollards to more economical alternatives.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHP5	Working with Local Council Roads Innovation Group, continue trials of new surfacing techniques to reduce carbon emissions, and seek to introduce new working practices when successful.	Reduce emissions from road development and maintenance.	BHP5 A. Continue to work with our supplier to implement a new methodology to account for and reduce emissions from highways maintenance.	2024/25	Strategic Director for Place
				BHP5 B. Continue to trial more economical road surfacing processes for road maintenance and pothole repairs.	2024/25	Strategic Director for Place
Buildings, Heat and Power	BHP6	Policy to guide how our corporate construction activity is delivered in place by 2025.	Strive to implement the highest possible standard of sustainability in the development of new council construction projects.	BHP6 A. Develop a policy to guide how all corporate construction activity (buildings and infrastructure) is commissioned and delivered, including prioritising refurbishment of existing buildings over new build where practicable, as well as aspiring to future net zero development.	2024/25	Strategic Director for Place
				BHP6 B. Continue to deliver the Eco-homes Programme and then showcase the resulting low carbon housing.	2024-27	Strategic Director for Place
Buildings, Heat and Power	BHP7	Planning policy framework for Net Zero embedded into next local plan by 2027.	Provide a policy framework that supports the decarbonisation of land use and buildings across the city.	BHP7 B. Ensure that the next iteration of the Joint-Local Plan puts at its heart the ambition 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.	2024-27	Strategic Director for Place
Buildings, Heat and Power	BHP8	Significant progress towards ensuring that all the City Council's	Facilitate a reduction in emissions from	BHP8 B. 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.	2024-26	Strategic Director for Place



Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
		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.	our commercial estate.	BHP8 C. 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 and include annual updates on progress.	2024-26	Strategic Director for Place
Buildings, Heat and Power	BHP9	1293 households supported by 2026.	Continue to deliver schemes that support households in achieving greater energy efficiency and renewable energy generation, ensuring that poorer communities are not left behind.	BHP9 A. 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 Plymouth Energy Community and other partners.	2024-27	Strategic Director for Place
				BHP9 B. Work with specialist Disabled Facilities Grant contractors to reduce the carbon impact of adaptations.	2024-27	Interim Strategic Director for People
				BHP9 C. Build a greater understanding of the condition of the city's housing stock and its energy performance, so that targeted interventions can be identified and coordinated.	2024-27	Interim Strategic Director for People
Buildings, Heat and Power	BHP10	7,500 MWh/a of heat supplied by new low carbon	Support the development of a low carbon	BHP10 B. 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.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
		heat networks in Plymouth by end 2025/26.	energy generation and distribution infrastructure that will meet our future energy needs.	BHPI0 C. Develop a strategic heat network delivery programme for the city, including the city centre/waterfront and Derriford areas, including the procurement of a delivery partner, aided through participation in the Government's Advanced Zoning Programme.	2024-27	Strategic Director for Place
				BHPI0 D. Deliver heat network clusters at the Guildhall and Civic Centre, supplying the Theatre Royal, Combined Courts and Civic Centre Redevelopment with low carbon heat.	2024-27	Strategic Director for Place
				BHPI0 E. Work with our partners in the Devon Climate Emergency to develop a Local Area Energy Plan.	2024-27	Strategic Director for Place
				BHPI0 F. Using UK Shared Prosperity funding, create electricity access points for ice cream vans on the Hoe, to remove the need for diesel generators.	2024/25	Strategic Director for Place
				BHPI0 G. Support the delivery of a 10MW Green Hydrogen Generation plant at Langage.	2026/27	Strategic Director for Place
Transport	TI	Work towards a reduction of 7% in our business travel by 2030.	Deliver corporate policies and initiatives that minimise travel and encourage the adoption of active travel and low carbon alternatives.	TI A. Review the impact on business travel of the Go Green Travel Plan and consider new options where appropriate to minimise our business travel.	2024-27	Service Director for Human Resources and Organisational Development
				TI C. Deliver schemes to support Council staff and Councillors in adopting low carbon business travel and travel to work. To include Electric Vehicle purchase scheme for staff, cycle to work scheme, facilities and infrastructure for cyclists and EV at our main corporate locations, as well as providing staff access to an electric car club and Beryl bikes for business travel.	2024-27	Service Director for Human Resources and Organisational Development

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				T1 D. Ensure contracts for health and care providers include a transport reduction clause where relevant for procuring services across Plymouth.	2024/25	Interim Strategic Director for People
Transport	T2	10% reduction in overall mileage for waste collection vehicles by end 2024/25 (from 2022/23 baseline).	Implement measures to optimise waste collection rounds to minimise vehicle mileage.	T2 B. Continue to implement smart ways of programming domestic waste collection activities to minimise vehicle mileage.	2024/25	Strategic Director for Place
				T2 C. Continue to implement smart ways of programming (Alloy system) for litter bins collection activities to minimise vehicle mileage.	2024/25	Strategic Director for Place
Transport	T3	Replace 5 more of our small vans and cars by electric alternatives in 2024/25 Replace 30% of our fleet by electric vehicles by end of 2026 (70 out of 220 vehicles), including 100% of our small fleet.	Implement a vehicle decarbonisation programme.	T3 A. Continue the replacement programme for our small vans and cars fleet.	2024/25	Strategic Director for Place
				T3 B. Seek opportunities to deliver trials of zero emission specialist vehicles within the Council fleet, such as refuse vehicles or road sweepers.	2024-27	Strategic Director for Place
				T3 C. Pursue funding opportunities to create charging substations to meet the increasing energy needs of the Council fleet.	2024-27	Assistant Chief Executive
				T3 D. 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	Strategic Director for Place
				T3 E. Replace existing library van for a low carbon alternative (subject to availability of EV charging capacity in library premises and grant funding for EV charging point).	2025/26	Interim Strategic Director for People

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Transport	T4	New Local Transport Plan prepared by 2027.	Provide a local policy framework that facilitates the decarbonisation of the transport system.	T4 A. Implement the Electric Vehicle Charging Infrastructure Strategy for the City, including establishing charging hubs at key destinations, on-street provision, and considering electric vehicle users in parking policy and infrastructure projects.	2024-27 (as part of a 10-year strategy to 2034)	Strategic Director for Place
Transport	T5	Delivery of the final 1.3 miles of improved cycling and walking routes by 2026 10 new or improved road crossing points by 2026 500 EV chargers by 2026 Support the expansion of the electric vehicle car club operating in Plymouth by 2026.	Contribute to providing public infrastructure needed to meet the city's low carbon transport needs.	T5 A. Deliver the mobility hubs to enable an increase in the number of journeys undertaken by ebikes and electric cars.	2024/25	Strategic Director for Place
				T5 B. 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.	2024-26	Strategic Director for Place
				T5 D. Support initiatives for investment in infrastructure for alternative fuels including hydrogen and biofuel to increase wider access and availability for the city's difficult to decarbonise transport.	2024-27	Strategic Director for Place
				T5 E. Support delivery of port infrastructure improvements to promote decarbonisation across Plymouth's four ports.	2024/25	Strategic Director for Place
				T5 F. Establish a new Electric Vehicle Car Club for Plymouth.	2024/25	Strategic Director for Place
				T5 G. Continue to pursue all funding opportunities for the introduction of Zero Emission Buses (including minibuses) in accordance with the ambition set out within the Bus Service Improvement Plan.	2024-27	Strategic Director for Place
Transport	T6	Deliver the Bus Service Improvement Plan +	Co-produce decarbonisation plans and	T6 A. Pursue all funding opportunities to allow the delivery of the initiatives set out in the Plymouth Bus Service Improvement Plan.	2024-26	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
		(BSIP+) programme by September 2025. Support the development of the strategic implementation plan for Peninsula Transport by end of 2024/25.	initiatives with partners from across the transport system.	T6 B. Continue to engage with the Peninsula Transport shadow Sub-national Transport Body to ensure alignment with the emerging regional transport strategy and the tools available, regionally, to support the decarbonisation of transport.	2024-26	Strategic Director for Place
Consumption and waste	CW1	Annual monitoring of consumption-related Scope 3 emissions. Contract managers to monitor the carbon impact of the services and goods they purchase.	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.	CW1 B. Roll out the contract management toolkit to support the Council's contract managers in monitoring the effectiveness of our contracts in terms of carbon emissions commitments made by contractors.	2024/25	Assistant Chief Executive
				CW1 C. Roll out improvements to the Council's procurement approach so that it fully aligns with the Council's Net Zero ambition and embeds a contract award weighing for climate change.	2024/25	Assistant Chief Executive
				CW1 D. Engage with the Council's family of companies to support their plans for Net Zero.	2024/25	Strategic Director for Place
				CW1 E. Source recycled and refurbished equipment for our corporate operations needs where possible.	2024-26	Assistant Chief Executive
Consumption and waste	CW2	The Council has policies and facilities in place to cut down its waste to a strict minimum by end 2026.	Cut down our corporate waste and minimise the impact of waste that cannot be avoided.	CW2 A. Continue to encourage waste minimisation, reuse and recycling at all our premises, ensuring all waste streams are separated to maximise recycling opportunities.	2024-26	Assistant Chief Executive

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Consumption and waste	CW3	Reuse partnership established in 2024/25.	Develop greater adherence to the waste hierarchy, including taking a lead on supporting reuse within the city.	CW3 A. 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.	2024/25	Strategic Director for Place
				CW3 B. Complete an evaluation of reuse initiatives in the city.	2024/25	Strategic Director for Place
				CW3 C. Develop a business case to implement a reuse shop in Plymouth.	2024/25	Strategic Director for Place
				CW3 E. Identify funding to support communities to increase the number of operating repair and reuse initiatives.	2024-26	Strategic Director for Place
Consumption and waste	CW4	Work towards the Plymouth Plan target of 65% recycling rate by 2034, with a goal to achieve 53% by 2030.	Work with residents to increase the city's household recycling rate.	CW4 A. Engage with communities to maximise opportunities for increasing recycling levels and compliance with our waste collection scheme.	2024-27	Strategic Director for Place
				CW4 C. Deliver a weekly kerbside food waste collection service to Plymouth households in line with Government legislation and guidance.	2026/27	Strategic Director for Place
				CW4 D. As a member of the Southwest Devon Waste Partnership, explore feasibility of developing carbon capture and storage at the Energy from Waste plant.	2025/26	Strategic Director for Place
				CW4 E. Work with Reuse partners to develop a wider culture of Reduce, Reuse and Recycle.	2024/25	Strategic Director for Place
				CW4 F. New Councillor Champion on waste to organise a round table on waste.	2024/25	Strategic Director for Place
				CW4 G. Provide offer for residents to encourage domestic composting.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				CW4 H. Update Plymouth City Council's Municipal Waste Strategy 2007-2030 to ensure consistency with Government Environment Act 2021.	2024-27	Strategic Director for Place
Behaviour Change	BC1	Provide a tailored programme of climate change training to 25% of our staff by end of 2026, including offering training to all members and senior managers.	Encourage our staff and members to adopt low carbon behaviours.	BC1 C. 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.	2024-27	Service Director for Human Resources and Organisational Development
				BC1 D. Run engagement pilot with staff in Children Services and Commissioning to understand their transport needs and trial different transport methods.	2024/25	Director for Children's Services and Director for People
Behaviour Change	BC2	Achieve at least 50 members in the Who's Who section of Climate Connections by 2025. Deliver year on year increase in the number of users engaging with the Climate Connections website. Plymotion Team to visit 12,000 households across	Develop and deliver an inclusive programme of engagement with the community in collaboration with the Plymouth Net Zero Partnership.	BC2 A. Deliver a Plymouth Net Zero engagement plan in collaboration with the Plymouth Net Zero Partnership.	2024/25	Strategic Director for Place
				BC2 D. Deliver behavioural change programmes and energy advice services for individuals, communities and businesses in partnership with Plymouth Energy Community.	2024-27	Strategic Director for Place
				BC2 E. Keep the Climate Connections website up-to-date and well managed, as its custodian for the city, and deliver the next phase of improvements.	2024-27	Strategic Director for Place
				BC2 F. Continue to grow the network of Climate Ambassadors, community-based volunteers promoting the net zero agenda at a local level.	2024-27	Strategic Director for Place
				BC2 G. 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.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
		the city by September 2025 and engage 3,720 residents by 2025.		BC2 H. Raise awareness of the Climate Emergency through the Planet Ocean Exhibition at The Box.	2024/25	Strategic Director for Place
				BC2 I. CATERED to pilot new approaches to promoting sustainable food choices.	2024/25	Interim Strategic Director for People
				BC2 J. Use provider forums and newsletter to engage with the domiciliary care and adult social care sector on Net Zero, to share good practice and invite contribution from providers to Climate Connection's Net Zero organisation pages.	2024/25	Interim Strategic Director for People
				BC2 K. Utilise family and wellbeing hubs to promote Net Zero, reaching out to our clients with energy efficiency help and advice (in partnership with PEC).	2024/25	Interim Strategic Director for People
				BC2 L. Encourage all schools in Plymouth to seek eco-school accreditation, or to participate in the Let's Go Zero Campaign.	2024-27	Director of Children's Services
				BC2 M. Promote Climate Ambassador schemes in schools and work towards organising a celebratory event to recognise good practice.	2024/25	Director of Children's Services
				BC2 N. Engage young people on Climate Change through the Youth Parliament and other forms of youth engagement, and the appointment of a voluntary youth advisor.	2024/25	Director of Children's Services
				BC2 O. Pilot neighbourhood-level climate action plans and community-led action.	2024/25	Strategic Director for Place
				BC2 P. Create a 'cities of service' approach to engaging with residents to create a 'social movement' of people who participate in practical activities to reduce emissions.	2024-26	Director of Public Health



Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				BC2 Q. Collaborate, as part of the Food Plymouth Partnership and Network, on improving access to low carbon food choices and work towards achieving the Sustainable Food Places Gold award.	2024-27	Director of Public Health
				BC2 R. Develop a programme with the taxi trade to support the transition to Electric Vehicles including investigation of alternative funding mechanisms and collaborating on funding bids.	2024/25	Director of Public Health
				BC2 S. Encourage social enterprises and voluntary organisations in Plymouth to make energy efficiency improvements on their buildings through the Government's VCSE Energy Efficiency Scheme.	2024/25	Interim Strategic Director for People
				BC2 T. Offer advice and incentives to households within the Active Travel Social Prescribing pilot project area to encourage sustainable travel choices via our Plymotion initiative.	2024/25	Strategic Director for Place
				BC2 U. Continue to organise an annual engagement event on environmental issues with the library service.	2024/25	Interim Strategic Director for People
Behaviour Change	BC3	Net Zero action plan identified for top 50 business relationships and supported businesses by 2026 Recommendations from the Green Skills Action Plan are implemented by 2026.	Provide support for transition to a future net zero economy driving investment, increasing knowledge, skills and local capacity in the business community.	BC3 B. Deliver the plan for the city's economic transition to a low carbon economy as part of the overall economic development plan, with the Growth Board taking ownership of the agenda.	2024-27	Strategic Director for Place
				BC3 D. Continue to identify funding to establish further net zero support for the City's businesses.	2024-27	Strategic Director for Place
				BC3 E. Deliver the Net Zero Business Support programme funded by the Shared Prosperity Fund.	2024/25	Strategic Director for Place
				BC3 F. Promote the environment toolkit on the Plymouth Charter website and related events for businesses on Net Zero.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				BC3 G. Deliver a marine innovation centre at Oceansgate to provide usable space for businesses to innovate in marine, defence, and net zero.	2025/26	Strategic Director for Place
				BC3 H. Provide energy efficiency advice to private landlords.	2024-27	Interim Strategic Director for People
				BC3 I. Stimulate the demand for jobs within the green economy through allocation of levelling up funding to low carbon initiatives.	2024/25	Strategic Director for Place
				BC3 J. Explore the future of green jobs in the Sustainable Growth chapter of Plymouth's new Economic Strategy.	2024/25	Strategic Director for Place
Governance and Delivery	GDI	Annual corporate greenhouse gas monitoring reports published, demonstrating progress towards net zero and providing evidence of the effectiveness of the Net Zero Action Plan.	Maintain the strategic overview and coordination of corporate carbon reduction, and a phased programme for introducing offsetting to deal with residual emissions.	GDI A. Develop a Council-wide emissions offsetting plan setting out the overall approach to addressing residual emissions from Council activities.	2024/25	Strategic Director for Place
				GDI B. Develop a performance framework for the Net Zero Action Plan, providing quantified measures where possible in order to track progress to net zero.	2024/25	Assistant Chief Executive
				GDI C. 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.	2024-27	Assistant Chief Executive
				GDI D. 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.	2024-27	Strategic Director for Place
				GDI E. As part of the review of the Council's performance framework, add one Climate Emergency-related performance measure for each Council department.	2024/25	Assistant Chief Executive

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD2	Deliver year-on-year increase in externally funded climate emergency investment.	Deliver strategic overview of climate emergency-related budget pressures and funding opportunities.	GD2 B. Deliver the Climate Emergency Investment Fund to accelerate investment in corporate carbon reduction projects and climate emergency initiatives, secure external grant funding and reduce corporate energy costs.	2024/25	Service Director for Finance
				GD2 C. 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.	2024-27	Strategic Director for Place
				GD2 E. 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.	2024-27	Strategic Director for Place
				GD 2 F. Review our treasury practices, principles and schedules to determine what criteria to apply to our own investment, developing our Environmental, Social and Governance section to reflect our ambition to achieve Net Zero.	2024/25	Service Director for Finance
				GD2 G. Evaluate the financial risks and benefits of implementing Climate Municipal Bonds, including identifying a suitable renewable project with community interest.	2025/26	Service Director for Finance
Governance and Delivery	GD3	2 local carbon offset projects fully developed and receiving investment by 2026.	Develop local offsetting projects to provide options for the Council and others to meet their offsetting needs in the local area.	GD3 A. Utilise Ocean City Nature as the delivery mechanism for local offsetting, in collaboration with Plymouth Net Zero Partnership.	2024-26	Strategic Director for Place
				GD3 B. Continue to investigate potential for retrofit carbon code and deliver local housing retrofit carbon offsetting project.	2024-26	Strategic Director for Place
				GD3 C. Deliver Plymouth and South Devon Community Forest Woodland Carbon Credits project.	2024/25	Strategic Director for Place
				GD3 D. Develop a carbon code for seagrass and deliver a local seagrass blue carbon offsetting project.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD4	Corporate adaptation plan completed and rolled out into service business planning by end of 2024/25.	Manage the risks to the Council service delivery arising from the likely impacts of climate change.	GD4 A. Undertake an organisational review of potential corporate impacts of climate change and 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.	2024/25	Strategic Director for Place
				GD4 C. Use natural infrastructure and the 'healthy streets' process proactively to deliver climate-friendly projects, resilient spaces, healthy places and capture carbon.	2024-27	Strategic Director for Place
				GD4 D. 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.	2024-26	Strategic Director for Place
Governance and Delivery	GD5	Establish a Net Zero Partnership Board delivery plan by 2025.	Support effective City and Regional governance and action on the climate emergency.	GD5 A. Support the effective operation and growth of the Plymouth Net Zero Partnership in its city leadership role for the City's net zero agenda.	2024-27	Strategic Director for Place
				GD5 B. Work with regional partners on the Devon Carbon Plan and the Devon, Cornwall and Isles of Scilly Adaptation Plan.	2024-27	Strategic Director for Place
				GD5 C. Incorporate climate emergency-related questions into the City Survey in 2024.	2024/25	Assistant Chief Executive
				GD5 D. Encourage and support DELT in achieving a 'B Corporation' status, to certify its sustainability and low carbon credentials.	2026/27	Assistant Chief Executive
				GD5 E. Create a cross-party Sustainability Advisory Group to the Cabinet Member for Environment and Climate Change, to inform future actions.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD6	Public affairs activity is reviewed proactively to support the delivery of the actions set out in the Net Zero Action Plan where appropriate.	Continue to press 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.	GD6 A. Keep under review national policy and legislation relating to net zero, including identifying opportunities for influencing the Government through relevant public affairs activity as and when appropriate.	2024-27	Assistant Chief Executive