

Exeter City Council Corporate Carbon Reduction Plan

February 2026

Introduction

- Exeter City Council declared a Climate Emergency in 2019 and as part of this commitment it aims to achieve net zero greenhouse gas (GHG) emissions for its own corporate activities, across Scopes 1, 2 and 3.
- This updated Carbon Reduction Plan combines the **Carbon Reduction Plan November 2024** with the Positive Current Trajectory (PCJ), Mid and Max scenarios from the **Costed Organisational Carbon Footprint Projections report** produced by the Centre for Energy and the Environment at the University of Exeter.
- The success of the Carbon Reduction Plan will need support politically and financially to ensure every Council service and employee can lead by example and demonstrate the broad and sometimes extreme actions to reduce carbon emissions, whilst delivering a service to the residents and businesses of Exeter.

Document Framework

The seven sectors in the Carbon Reduction Plan are listed below:

1. Housing
 2. Non-domestic Buildings
 3. Transport & Equipment
 4. Land Use Change
 5. Procurement
 6. F-gases and Waste
 7. Overall Organisation
- Where actions are labelled **a/b/c**, this indicates **PCJ/Mid/Max** options from the Costed Organisational Carbon Footprint Projections report, with emissions reduction increasing as the letters progress
 - Estimated **costs** (where known) come from the **Costed Organisational Carbon Footprint Projections** report
 - Where **funding is available**, this has been labelled as 'Yes' or 'Part'. If funding is not available, this has been labelled as 'No' and is a **future ambition**
 - **Metrics** included for each action to indicate how progress will be measured over time
 - Each action identifies a **Head of Service** as lead officer
 - At the end of the Plan is a section that includes all **previously completed projects** along a timeline

Governance and Monitoring

- The Carbon Reduction Plan is a **live evolving** action plan, **reviewed every 6 months** to update on progress made, as well as legislative, financial, technical and operational changes.
- Relevant Heads of Service from the **Operational Management Board (OMB)** have been assigned to each action, and are **responsible for their assigned actions within the Carbon Reduction Plan**, and ensuring this is aligned and included within their **Service Business Plans**.
- Every 6 months, the current status of each action will be reviewed, and the **colour coded progress column** will be updated based on the following colours: green = near completion, orange = some progress, yellow = slight progress, red = no progress

Delivery of the Carbon Reduction Plan will involve:

1. A rolling programme of projects, funded by invest to save opportunities, borrowing, existing budgets, and available grant funding.
2. Quarterly meetings between Net Zero team and OMB, to discuss progression of actions within Carbon Reduction Plan.
2. Six monthly reports to be presented to Strategic Scrutiny Committee, including, if available, the latest annual report of the Council's Carbon Footprint report.

1. Housing

Area of Focus	Action <small>(where labelled a/b/c this indicates options)</small>	Cost estimated	Currently funded? <small>Yes / No / Part</small>	Lead officer	Metric	Current status <small>(green = near completion, orange = some progress, yellow = slight progress, red = no progress)</small>
Construction of new homes to Passivhaus standard	1.1 Build 500 new homes to Passivhaus standard	£2,960,000 uplift from cost of building 500 new homes to non-Passivhaus standard	Part	HoS - Asset maintenance	No. of Passivhaus homes built/year	Around 170 Passivhaus new homes constructed so far. This includes the most recent completion in 2025 of Vaughan Road Phase 1 (35 homes), with Phase 2 (16 apartments) commencing construction in 2026.
	1.2 Install cavity wall insulation in 181 homes a year	£4,840,000	Part	HoS - Asset maintenance	<ul style="list-style-type: none"> • No. of cavity wall insulation installments/year • SAP score 	At current rate, around 40 wall insulation installations/year.
1.3 Install loft insulation in 181 homes a year	Part		<ul style="list-style-type: none"> • No. of loft insulation installments/year • SAP score 		At current rate, around 90 loft insulation installations/year.	
Decarbonising heat	1.4a Replace gas boilers like for like at end of life (~400 replacements per year)	£8,790,000	Yes	HoS - Asset maintenance	No. of gas boilers replaced/year	Current standard approach is for gas boilers to be replaced like for like at end of life. Electrical heating (Quantum) to be investigated in some properties in 26/27 financial year. Air Source Heat Pump (ASHP) trial to be investigated in a small number of suitable properties.
	1.4b Install direct electric heating to all gas homes (609 installations per year)	£20,900,000	No		No. of direct electric heating systems installed/year	
	1.4c Install air source heat pumps (ASHPs) to all gas homes (609 installations per year)	£51,300,000	No		No. of ASHPs installed/year	
Increasing appliance efficiency	1.5 Promoting energy efficiency and use of low energy appliances by promotion of and access to good quality guidance	£0	No	HoS - Asset maintenance	Amount of promotion / guidance available to residents on appliance efficiency	Retrofit and Net Zero teams to work together on leaflet for residents promoting energy efficiency and use of low energy appliances.
Solar photovoltaic (PV) installation	1.6 Install solar PV on 70 homes per year	£3,290,000	Part	HoS - Asset maintenance	<ul style="list-style-type: none"> • kW of solar PV installed/year • No. of homes installed with PV/year 	At current rate, around 40 solar PV installations/year.

2. Non-domestic Buildings

Area of Focus	Action	Cost	Currently funded? Yes / No / Part	Lead officer	Metric	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>
Riverside Leisure Centre	2.1 Install insulation in sections of roof where required		Yes	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	<p>£3.6million PSDS 4 funding awarded in 2025 to implement 3 year project at Riverside Leisure Centre to insulate section of roof that hasn't yet been insulated, replace air handling units, install an air source heat pump system and heat recovery system. Project completion expected in 2028.</p> <p>Cannot currently proceed due to lack of funding.</p>
	2.2 Replace air handling units		Yes			
	2.3 Install air source heat pump		Yes			
	2.4 Install heat recovery system		Yes			
	2.5 Install LED lighting		Part			
	2.6 Install cavity wall insulation where needed		No			
	2.7 Install double glazed curtain walling		No			
	2.8 Install double glazed rooflights		No			
	2.10 Draught-proof external doors		No			
	2.11 Install triple glazed windows		No			
	Wonford Sports Centre		2.12 Install 49kWp solar PV			
2.13 Install cavity wall insulation		No				
2.14 Install roof insulation		No				
2.15 Install air source heat pump		No				
ISCA Centre	2.16 Install 158 kWp solar PV		No	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	<p>Cannot currently proceed due to need for roof replacement. Once this has been completed, solar PV business case would be viable.</p> <p>Cannot currently proceed due to lack of funding.</p>
	2.17 Install air source heat pump		No			
Exeter Arena	2.18 Install 72 kWp solar PV		Yes	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	<p>Investment for the installation of 25 kWp solar PV array on Exeter Arena grandstand roof approved at Council meeting in December 2025</p> <p>Cannot currently proceed due to lack of funding.</p>
	2.19 Install air source heat pump		No			
St Sidwell's Point Leisure Centre	2.20 Install 83 kWp solar PV		Yes	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	Investment for the installation of 83 kWp solar PV array on St Sidwell's Point roof approved at Council meeting in December 2025.
Corn Exchange	2.21 Install double glazing windows		No	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	Cannot currently proceed due to lack of funding.
	2.22 Install cavity wall insulation		No			
	2.23 Install roof insulation		No			
	2.24 Install LED lighting		No			
	2.25 Install 29.5 kWp solar PV		No			
	2.26 Install air source heat pump		No			
Custom House	2.27 Install air source heat pump	£11,460,000	No	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	Cannot currently proceed due to lack of funding.
RAMM	2.28 Install roof insulation where not yet completed		No	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	Cannot currently proceed due to lack of funding.
	2.29 Install 30 kWp solar PV, LEDs, electric heating		No			
	2.30 Install LED lighting		No			
	2.31 Decarbonise heating - electric heating or air source heat pump		No			
Historic Guildhall	2.32 Install air source heat pump	Unknown at present	No	HoS - Culture and Leisure	Electricity and gas consumption (kWh)	Cannot currently proceed due to lack of funding.
Senate Court	2.33 Install 84 kWp solar PV	£284,000	Yes	HoS - Commercial Assets	Electricity consumption (kWh)	<p>Investment for the installation of 84 kWp solar PV array on Senate Court roof approved at Council meeting in February 2026.</p> <p>Investment for the replacement of equipment approved at Council meeting in February 2026.</p>
	2.34 Replacement of mechanical and electrical building management and ventilation equipment	£692,000	Yes			
Guildhall Car Park	2.35 Install 321 kWp solar PV	£4,227,000	Yes	HoS - Commercial Assets	Electricity consumption (kWh)	Investment for the installation of 321 kWp solar PV array on Guildhall Car Park roof approved at Council meeting in December 2025.
Princesshay 2 Car Park	2.36 Install LED lighting		No	HoS - Commercial Assets	Electricity consumption (kWh)	Cannot currently proceed due to need for electrical upgrade. Once this has been completed, LED lighting business case would be viable.
Data	2.37 Move Council data from Council based data centres to the Cloud	Unknown at present	Part	HoS - Digital & Data	% of Council data in Cloud	16% of servers have been migrated from data centres located in Civic Centre to Azure (Microsoft cloud storage). Hardware no longer used has been powered down, with physical decommissioning options currently being investigated.
Energy	2.38 Ensure all Council energy is from renewable tariff	Unknown at present	Yes	HoS - City Centre & Net Zero	% of Council energy on renewable tariff	Current energy contract with Clean Renewable sources all energy from wind, solar and hydroelectricity sources within the UK.

3. Transport & equipment

Area of Focus	Action <small>(where labelled a/b/c this indicates options)</small>	Cost	Currently funded? <small>Yes / No / Part</small>	Lead officer	Metric	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>
Refuse Collection Vehicles	3.1a Phased introduction of Hydrogenated Vegetable Oil (HVO) from 2025 - 20% increase per year, to reach 100% HVO	£9,614,000	Part	HoS - Environment & Waste	Diesel / HVO consumption / year	3x e-RCVs currently in operation, out of a total of 11x RCVs. Trial of HVO to be started in 2026, on 3x RCVs and 2x telehandlers, with fuel to be stored in onsite tank that will only allow for small number of vehicles to use HVO. Awaiting Capital funding decision on expansion of the electric fleet going forward.
	3.1b Use HVO in all Refuse Collection Vehicles (RCVs) until vehicle lease period ends. When lease period ends, replace with electric RCV.	£12,428,000	Part		• Diesel / HVO consumption / year • No. of ICE RCVs in fleet	
Specialist vehicles	3.2a Phased introduction of HVO from 2025: 20% increase per year, to reach 100%	£4,479,000	Part	HoS - Environment & Waste	• Diesel / HVO consumption / year • No. of vehicles using fossil fuels	Trial of HVO to be started in 2026, on 3x e-RCVs and 2x telehandlers, with fuel to be stored in onsite tank that will only allow for small number of vehicles to use HVO. Awaiting Capital funding decision needed on expansion of the electric fleet going forward.
	3.2b Electrify vehicles where possible when lease period ends, with 25% specialist vehicles electrified. Phased introduction of HVO from 2025: 20% increase per year, to reach 100%	£4,508,000	Part			
Other vehicles (i.e. non-specialist)	3.3a When lease period ends, replace with EV	£1,147,000	Part	HoS - Environment & Waste	• Diesel / HVO consumption / year • No. of ICE vehicles in fleet	Awaiting Capital funding decision.
	3.3b Phased introduction of HVO from 2025: 20% increase per year, to reach 100%. When lease period ends, replace with EV	£1,149,000	Part			
	3.3c Use HVO in all non-specialist vehicles until lease period ends. When lease period ends, replace with EV	£1,154,000	Part			
Portable equipment	3.4a Phased introduction of HVO from 2025: 20% increase per year, to reach 100%	£223,000	Part	HoS - Environment & Waste	• Diesel / HVO consumption / year • No. of equipment using fossil fuels	£10,000 due to be spent on electrical portable equipment at end of 25/26 financial year as part of a phased electrification of equipment, funded through underspend elsewhere.
	3.4b Electrify equipment where possible when lease period ends, with 25% equipment electrified. Phased introduction of HVO from 2025: 20% increase per year, to reach 100%	£212,000	Part			
Commuting	3.5 Introduce financial incentives to increase uptake of public transport	Unknown at present	Part	HoS - HR, Workforce Planning & OD	% of staff using public transport to commute	40% discount currently available for all staff on Stagecoach South West buses, and all train travel within 30 miles of Exeter. 2025 Staff Travel Survey found that 24% of respondents commute using bus or train.
	3.6 Provide covered cycle storage, showers and lockers at all Council sites to encourage uptake of active travel				% of staff using active travel to commute	Covered cycle storage at most Council sites available, and cycle-to-work scheme in place. 2025 Staff Travel Survey found that 28% of respondents commute by walking, running or cycling.
	3.7 Introduce Electric Vehicle (EV) Salary Sacrifice scheme to encourage uptake of EVs.				Implementation of scheme	Options to be researched. 2025 Staff Travel Survey found that 42% of respondents commute by car, van or motorcycle. Of these, 3% are EVs.
Business Travel	3.8 Ensure all pool cars are electric	Unknown at present	No	HoS - Environment & Waste	% of pool cars fleet electrified	2x electric (50%), 2x hybrid petrol (50%) cars currently available as pool cars of total pool car fleet of 4.
	3.9 Introduce electric pool bikes (e-bikes and e-cargo bikes)			HoS - Environment & Waste	Introduction of e-bikes	E-cargo bikes currently in use by Environmental Health team but not yet available to book as pool bikes for all staff.
	3.10 Implement Sustainable Travel Policy that mandates use of low and zero carbon travel alternatives for business travel			HoS - HR, Workforce Planning & OD	Implementation of policy	Sustainable Travel Policy implemented in September 2024 includes travel hierarchy for business travel, with internal combustion engine (ICE) vehicles and aviation least favoured on hierarchy.
EV Charging	3.11 Further expansion of EV Charging Network across Council owned assets	Unknown at present	Yes	HoS - City Centre & Net Zero	No. of EV charging points across Council owned assets	Devon & Torbay Local Electric Vehicle Infrastructure (LEVI) project currently underway with several ECC car parks due to have EV charging infrastructure installed. Initial installation activities commencing in April 2026. There are currently 13 Pod Point charge points across Council owned assets.

4. Land Use Change

Area of focus	Action	Cost	Currently funded? Yes / No / Part	Lead officer	Metric	Current status (green = near completion, orange = significant progress, yellow = some progress, red = no progress)
Tree planting	4.1 Increase P&GS canopy cover in line with ECC Tree Strategy objective which aims to increase the whole city's canopy cover from 20% to 30% by 2044	Unknown at present	No	HoS - Operations	Canopy cover % across Exeter	799 trees planted in 2025. An assessment completed in 2023 by Treeconomics, assessing the canopy cover of the whole city of Exeter, found the estimated canopy cover to be 20.2%, higher than the UK national average (17%) for towns and cities.

5. Procurement

Area of focus	Action	Cost	Currently funded? Yes / No / Part	Lead officer	Metric	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>
Improve data capture	5.1 Improve data capture, with minimum corresponding sector spend recorded in procurement records	£0	No	HoS - Legal & Democratic Services	% of spend allocated sector	Net Zero team to investigate spend report and assess how data capture can be improved.
Contract management	5.2 Make it a requirement that all suppliers for new contracts exceeding £50k should state associated GHG emissions with that contract for each financial year, or as a minimum suppliers should provide the corresponding sector for spec to minimise the effort and error associated with manual allocation, and this info be recorded in procurement records	£0	No	HoS - Legal & Democratic Services	Introduce requirement	Carbon Data Request form created in November 2024 and is sent to all suppliers awarded with contracts over £100k. Further investigation to be made over how the information can be used, and how we can increase return rate of these forms.
Procurement Policy	5.3 Implement a Sustainable Procurement Policy	£0	No	HoS - Legal & Democratic Services	Implementation of policy	Procurement and Net Zero team to discuss the implementation of a Sustainable Procurement Policy, with timeframes to be agreed. Examples of other similar policies to be assembled.

6. F-gases and Waste

Area of Focus	Action	Cost	Currently funded? Yes / No / Part	Lead officer	Metric	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>
Quantify ECC's own waste volumes	6.1 Produce an annual ECC waste report that includes total tonnes/annum, breakdown into categories by weight, final destination of waste reported. This will form a base year against which targets can be set	Unknown at present	No	HoS - Environment & Waste	Tonnes of waste per employee / annum	Current waste collection procedure doesn't allow for tonnes of waste collected to be measured or analysed.
Reduce waste going to landfill or being incinerated	6.2 Ensure clear waste and recycling facilities and signage provided within Council buildings	Unknown at present	Yes	HoS - Environment & Waste	Evidence of practice, and case studies	New waste and recycling facilities with improved signage provided in Civic Centre in August 2025. Net Zero team to work with Building Managers across other buildings within Council estate to improve facilities and signage.
	6.3 Adopt a no-printing policy. Ensure all documents distributed are electronic.	£0	No	HoS - HR, Workforce Planning & OD	Evidence of council policy and practice, and case studies	Printing discouraged where possible.
Quantify ECC's full inventory of F-gas	6.4 Create inventory of refrigeration, air conditioning and heat pump equipment and for each item, record the refrigerant type, the charge capacity and the time in use during the reporting period to plan a reduction programme	Unknown at present	No	HoS - Asset maintenance	tCO2e/year from F-gases	F-gas type, charge capacity and time in use kept in inventory by Property Enabling team.

7. Overall Organisation

Area of focus	Action	Cost	Currently funded? Yes / No / Part	Lead Officer	Metric	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>	
Improve understanding of climate emergency and carbon reduction measures	7.1 Implement Carbon Literacy training to all staff and Councillors	£7,200	Yes	HoS - City Centre & Net Zero	% of staff and Councillors who have received training and become certified		337 (41%) existing staff and Councillors (out of 817) have received Carbon Literacy training, 187 (23%) are certified as Carbon Literate.
	7.2 Develop communications programme to highlight achievements and projects delivered in reducing carbon emissions within the Council and externally	£0	N/A	Executive Office Manager	Frequency of published comms related to climate change action		Communications Planner developed for carbon reduction projects for city wide and Corporate activity, to raise awareness and knowledge of environmental sustainability and inspire internal and external audiences to take positive climate and nature action, supporting corporate and city-wide carbon reduction activity.
	7.3 Enabling all staff to contribute towards carbon reduction measures across all ECC services	£0	N/A	HoS - HR, Workforce Planning & OD	No. of staff working on carbon reduction measures		4x officers in Net Zero Team, 1x officer in Executive Team working as Programme Manager for City Wide activity. 18x Climate and Nature Champions have been nominated within each Council Service, to act as the main contact and advocate for all climate and nature related topics within the City Council.
	7.4 Continue to work with partners locally and nationally to reduce carbon emissions	£0	N/A	Executive Office Manager	Evidence of participation in collaborative projects		Part of Devon Climate Emergency Tactical Group, South West Net Zero Hub IACCO, SWEEG, Exeter Partnership Climate and Nature Group, Civic University Agreement (Exeter).
Integrate carbon reduction measures into all Council decisions and policies	7.5 Ensure all Council decisions are informed by an analysis of whether they would help or hinder the reduction in carbon emissions for the council and the city	£0	N/A	HoS - Legal & Democratic Services	Evidence of council policy and practice		Committee reports contain 'Environmental Implications' section at end, but often not completed sufficiently. Discussions about implementing training with OMB on how to fill out the 'Environmental Implications' section. Research currently being made on Doughnut Economics model and how concept can be incorporated into Council decisions. A briefing on Doughnut Economics has been prepared and will be taken to SMB.
	7.6 Review City Council policies to determine their negative and positive impact on reducing Council carbon emissions	£0	N/A	HoS - HR, Workforce Planning & OD	Evidence of council policy and practice		Carbon reduction discussions integrated more into OMB meetings and 6monthly reviews with relevant representatives
	7.7 Investment Plan to determine what resources would be required to achieve carbon reduction measures	Plan produced as part of annual SWEEG membersh ip fee	Yes	HoS - City Centre & Net Zero	Evidence of study determining resources required		Costed Organisational Carbon Footprint Projections' report completed by the CEE at the Unviersity of Exeter determines resources required to reduce carbon emissions under 3 scenarios: business as usual, mid and max.

Previously completed projects that are not included in Carbon Reduction Plan

Date	Sector	Action completed
2007	Non-domestic buildings	Construction of highly energy efficient Ark Store, the off-site RAMM collection store
2007	Procurement	Launch of Council's own environmental accreditation, Green Accord
2013	Non-domestic buildings	70 kWp solar array installed at Civic Centre (Phases 1 & 2)
2013	Non-domestic buildings	50 kWp solar array installed at Materials Reclamation Facility
2013	Non-domestic buildings	40 kWp solar array installed at The Ark Store
2013	Non-domestic buildings	22 kWp solar array installed at Oakwood House
2014	Non-domestic buildings	EV charging facilities installed at John Lewis, Guildhall, Mary Arches, Matford Park and Ride, Cathedral & Quay, and Magdalen Road car parks, Oakwood House office, and Civic Centre.
2014	Non-domestic buildings	LED lighting installed in Harlequins, Mary Arches and Cathedral & Quay car parks
2015	Non-domestic buildings	Oil boilers replaced with gas boilers in Civic Centre and Corn Exchange
2015	Non-domestic buildings	150 kWp solar array installed at Mary Arches Car Park
2015	Non-domestic buildings	122 kWp solar array installed at John Lewis Car Park
2015	Non-domestic buildings	24 kWp solar array installed at RAMM
2015	Non-domestic buildings	29 kWp solar array installed at Clip 'n' Climb Centre
2015	Non-domestic buildings	26 kWp solar array installed at Wat Tyler House
2015	Non-domestic buildings	8 kWp solar array installed at Belle Isle
2016	Non-domestic buildings	1.2 MWp solar array installed at Matford Centre
2021	Non-domestic buildings	Implementation of Building Management System (BMS)
2022	Non-domestic buildings	Construction of Passivhaus St Sidwells Leisure Centre completed
2022	Housing	Construction of Passivhaus Extra Care Scheme Edwards Court completed
2023	Non-domestic buildings	124kWp solar array and small battery store at Riverside Leisure Centre
2023	Non-domestic buildings	Battery storage technology installed at Matford Centre and John Lewis car park
2023	Transport	EV chargers at Exton Road Operations Depot to accommodate full electrification of refuse collection fleet and other vehicles used at depot
2023	Land Use Change	Construction of Water Lane Solar Farm & Batteries - 1.2 MW solar array and 2 MW battery storage facility, with private wire to Exton Road Operations Depot
2023	Procurement	Green Accord accreditation updated, rebranded and relaunched
2023	Procurement	Development of Sustainable Food Policy
2023	Non-domestic buildings	120 kWp solar array installed at Riverside Leisure Centre
2024	Non-domestic buildings	Upgrades to roof insulation at RAMM
2024	Non-domestic buildings	16 kWp solar array at RAMM
2025	Procurement	Tighter emission reporting requirements for contracts over £25,000 introduced

Metrics from the Corporate Plan relevant to Carbon Reduction

Priority	Directorate	Department	Level	Metric	Data Source	Contacts For data	Included in our CRP/KPIs?	Notes
Homes	People & Community	Housing Services		an annual target for retrofitting the council's housing stock		Michelle/Lawrence	both	
Homes	Operations	Asset Maintenance	Service Delivery Metrics	Retrofitting our council houses to reduce carbon emissions and energy bills	Codeman database	Adrian Pengelly	both	
Local Economy	Place	Environment & Waste	Service Delivery Metrics	Safe, accessible and sustainable licenced taxi services across the city.	Uniform record number of licensed vehicles	Simon Lane	KPIs	
Sustainable Environment	Operations	Asset Maintenance	Service Delivery Metrics	Increased use of renewable energy by the council	University of Exeter Report (SWEEG)	Alice Gent	both	
Sustainable Environment	Operations	Asset Maintenance	Service Delivery Metrics	Reduced carbon emissions from Council buildings and services	Codeman database	Alice Gent	both	
Sustainable Environment	Place	Net Zero & City Centre	Strategic Partnerships Metrics	Adoption of an electric vehicle strategy for the city	Statement		N/A	Strategy adopted in April 2025
Sustainable Environment	Operations	Asset Maintenance	Service Delivery Metrics	Decarbonisation of Leisure facilities	Statement	Alice Gent	both	
Sustainable Environment	Operations	Asset Maintenance	Service Delivery Metrics	Energy efficient council homes	Codeman database	Michelle Davidson	both	
Sustainable Environment	Executive Office	Partnerships	Strategic Outcome Metrics	Increase in renewable energy sources available for the city	University of Exeter Report (SWEEG)	Alice Gent		
Sustainable Environment	Place	Net Zero & City Centre	Strategic Partnerships Metrics	Milestones towards the delivery of new District Heat Network in the City	Statement	Victoria Hatfield		
Sustainable Environment	Operations	Environment & Waste	Service Delivery Metrics	New MRF with reduced emissions	Awaiting delivery of MRF	Alice Gent		
Sustainable Environment	Executive Office	Partnerships	Strategic Outcome Metrics	Year on Year reduction on GHG emissions for the city	University of Exeter Report (SWEEG)	Amy Brett-Schenider		

Area of Focus	Action <small>(where labelled a/b/c this indicates options)</small>	Total cost	Lead Officer	Metric / progress indicator	Current status <small>(green = near completion, orange = significant progress, yellow = some progress, red = no progress)</small>
	1.1				
	1.2				
	1.3				
	1.4				
	1.5				
	1.6				
	1.7				
	1.8				
	1.9				