

Exeter City Council Corporate Net Zero Carbon Reduction Plan
2022 – 2030
Version 4.0, updated February 2024

Exeter City Council declared a Climate Emergency in 2019 and as part of this commitment it aims to achieve Net Zero GHG emissions for its own corporate activities by 2030.

The core measures set out in this Carbon Reduction Plan are needed to drive forward and deliver a broad range of actions across all services to deliver Net Zero. The greatest challenge to the Council is the financial resource and capacity needed to reach Net Zero in a timeframe as tight as 2030. A one-off budget of £800,000 has been provided to support the Net Zero team, which has enabled two temporary posts to be recruited for 4 years, and a revenue budget to support service delivery of the Carbon Reduction Plan.

The Carbon Reduction Plan is supported by the 'Exeter City Council Corporate Carbon Footprint 2021/22' report produced by the Centre for Energy and the Environment at the University of Exeter, which sets out opportunities, actions, and targets required to reduce carbon emissions across all Council operations, and links to the Net Zero Risk Register completed February 2024.

The Carbon Reduction Plan is a live evolving plan, to be reviewed every 6 months to update on progress made, as well as legislative, financial, technical and operational changes. The plan is clearly laid out and includes an assessment of potential measures to reduce carbon emissions in each Council service ranging from the straightforward to far more challenging. The aim is to lead by example and to reduce emissions across all Council sectors, services and operations, with the aim of being Net Zero by 2030.

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 (below) are those assessed in the Corporate Carbon Footprint report, with an additional Overall Organisational Change section. The footprint was completed following an appraisal of central government policy, input from discussions with Council Service Leads and other officers in relevant departments, and consultation with key Council documents and data sources.

Measures identified for each sector include possible actions attributed to services with an update on progress made, priority, lead and resource. It is noted this further work is needed to identify investment and accurate GHG savings.

1. Non-domestic buildings
2. Council-owned housing
3. Transport
4. Procurement
5. F gases and waste
6. Renewable energy
7. Land use change – afforestation
8. Overall organisational change

Governance and Monitoring

Delivery of the Action Plan will involve:

1. A rolling programme of projects, funded by invest to save opportunities, borrowing, the Net Zero budget, and available grant funding.
2. Progress to be monitored and reported on a six monthly basis to Strategic Scrutiny Committee, including an annual report of the Council's GHG Carbon Emissions to measure and monitor progress.
3. Monitoring and updating of the Net Zero Risk Register will be reported to the Audit and Governance Committee every six months.
4. Actions have been assessed as low, moderate or high priority based on greatest carbon saving and impact on delivery of Net Zero.
 - a. **Low** - of benefit, but unlikely to have a significant impact on reduction of carbon outputs
 - b. **Moderate** - impact is likely to assist the Carbon Reduction Plan and the delivery carbon savings
 - c. **High** - essential for full delivery of the Carbon Reduction Plan and City Council Net Zero ambition

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Sector	Area of Focus	Potential Measures	Identified GHG reduction tCO2e	Lead	Priority	Measures taken	January 2024 Update
Council Non-domestic buildings (42% of 2022/23 footprint)	Change in assets (speculative)	Longer term rolling plan to address retained assets and fabric first approach measures to reduce consumption beyond 2025	tbc	SMB, City Surveyor, Net Zero Lead	H	<ul style="list-style-type: none"> BMS upgrade and Energy Management Information system installed in 2021 to better identify projects and measure improvements ASHP survey undertaken for two key leisure sites Decarbonisation survey undertaken in 2022 to establish available Public Sector Decarbonisation Scheme (PSDS) funding to establish corporate properties that qualify for retrofit, insulation and decarbonisation of heat. Survey established that two properties qualify – Riverside Leisure Centre and RAMM. Net Zero discussions with the Centre Operator have begun following acquisition of Guildhall Shopping Centre in 2023 Roof replacement to provide for solar array at Riverside Leisure Centre completed and solar array fitted alongside battery storage in December 2022. Battery storage installed at 2 further sites with solar generation - Matford Centre and John Lewis Car Park, completed in January 2023. Membership of South West Energy and Environment Group (SWEEG) progressing with projects for 2023/24, studies include investigating decarbonisation of corporate estate and operational services, embodied emissions associated with future of Civic Centre, Water Lane Smart Grid and Storage Project Case For Electrification of Fleet, support for net zero policies for emerging Local Plan in relation to retrofit, embodied emissions and future development standards, Low Carbon Skills Fund application for Decarbonisation Surveys in 2023 was not successful. However, essential surveys to secure potential Sport England grant supported by the Net Zero budget will be undertaken at leisure sites. Feasibility Study Underway to assess the suitability of connection to a potential City Heat Network. Three sites are being surveyed and findings will be reported to SMB for further consideration should the heat network be developed. 	<ul style="list-style-type: none"> Next round of Low Carbon Skills Funding soon to be submitted to support a full Council wide decarbonisation programme Continue to look for funding to improve energy efficiency of all buildings. Potential Measures marked with * where this is unable to take place due to funding being unavailable Work underway on the Royal Albert Memorial Museum (RAMM) using Museum Estate & Development (MEND) funding (£498,000) awarded in 2023. The MEND grant is matched by an existing capital programme budget and will provide vital funds to address the maintenance backlog of the RAMM roof and includes installation of a permanent access system to the roof, upgrading the roofs' insulation and the re-decoration of damaged ceilings. Due to complete in Summer 2024. £6,391,664 of Public Sector Decarbonisation Scheme (PSDS) funding awarded to in 2023 to deliver heat decarbonisation projects at the RAMM and the Riverside Leisure Centre (Riverside). RAMM will install a new air source heat pump system, replacing existing gas fired boilers that are at the end of their life. Riverside will replace an end of life boiler and heating plant with air source heat pumps, integrate a heat recovery system and upgrade its roof to improve its thermal efficiency and accommodate the roof mounted air source heat pumps. Once approved, to commence in April 2024, to complete by March 2025. Solar Survey for all remaining suitable assets to be finalised and business case developed to tender a programme of work to help decarbonise ECC owned and occupied buildings Changes to temperature and humidity controls at RAMM Energy storage under review and if financially viable will be included in new solar install programme (dependent on building condition)
		Consider GHG impacts in conjunction with potential development, construction of new facilities, sale of buildings, or change of asset to ensure lifetime emissions are accounted for, such as sale/repurpose of Civic Centre	-473	SMB, City Surveyor	H		
		Take GHG emissions into account alongside cost and commercial considerations when making key decisions to renovate and retain exiting sites. Refurbishing existing assets results in lower environmental impact	tbc	SMB, City Surveyor, Net Zero Lead,	H		
	Efficiency and demand reduction	Improve space heating, hot water heating systems to decarbonise heat	-572	Corporate Property, Net Zero Team, Service Leads	H		
		Full energy efficiency and demand reduction investment grade audit at RAMM	tbc	Corporate Property, Net Zero Team, RAMM Service Lead	H		
		Improvement opportunities at RAMM include sector based changes to temperature and humidity controls of temporary exhibitions, and other permanent galleries to reduce consumption	tbc	Corporate Property, Net Zero Team, RAMM Service Lead	H		
		Replacement of Air Handling Units *	tbc	Corporate Property, Net Zero Team, RAMM Service Lead	H		
		Improvements to Leisure Centres (Riverside ISCA, Exeter Arena) e.g. fabric improvements, ventilation upgrades, lighting replacement, swimming pool efficiency *	tbc	Leisure Service Lead, Net Zero Team	H		
		Improvements to Corn Exchange e.g. fabric improvements, ventilation upgrades, lighting replacement *	tbc	Corporate Property, Net Zero Team, Service Lead	H		
		Improvements to all remaining buildings with a 20% energy efficiency improvement by 2030 *	tbc	Corporate Property, Net Zero Team, Service Leads	H		
	Decarbonising heat	Installation of heat pumps, district heating, direct electric heating or hydrogen heating (if feasible) in public buildings to decarbonise heat, including those requiring replacement at Riverside, RAMM, ISCA and Arena Centre. Where heat pumps are installed, ensure that low and zero GWP refrigerants are used *	-584	Corporate Property, Net Zero Team, Service Leads	H		
Water	Review water saving opportunities	-	Net Zero Team, Service Leads	L			

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	Renewable energy	Inclusion of PV on any suitable outstanding roofs across ECC's non-domestic estate – see Renewable Energy Sector below	-82	Net Zero Team, City Surveyor	H		
		Investigate potential for further energy storage	Tbc	Net Zero Team, City Surveyor	M		
Council-owned housing <i>(39% of 2022/23 footprint)</i>	New low carbon dwellings	Build new low carbon dwellings at a proposed rate of 500 before 2025, and a further 500 up to 2030 to A++ target standard	+861	Assistant Director Housing, Exeter City Living	H	<ul style="list-style-type: none"> Green Homes Grant – Local Authority delivery of £1.6m secured and delivered in 2021/22 Current housing assets planned maintenance programme includes retrofit work as standard Review of mechanical and electrical strategy underway – no programme installation of ASHP/GSHP to be installed at present Analysis of non-traditional properties being completed – structural condition now known to be sound and design plans are being prepared to maximise building fabric thermal efficiency. An initial programme for non-traditional properties likely to commence in the 2023/24 financial year The Housing Service is continuing the retrofit programme across the remainder of ECC stock, financed through the Housing Revenue Account. A delivery timescale is currently being developed. This programme of works equates to a target of 98 properties for Year 1 (2023/24) and 147 properties for Year 2 (2024/25). New rented Council housing to be delivered to low carbon or high environmental standard 53 bed extra care scheme 'Edwards Court' was completed in 2022. The scheme was built to the Passivhaus energy performance standard and Building Biology principles. The current new-build target is for 500 Council homes over a 10 year period – commenced in 2020 	<ul style="list-style-type: none"> Working with Wales and West Utilities on a pilot tool to create a decarbonisation tool using ECC data. Delivery target date of 2030 being assessed on the basis of current delivery and resource/funding availability, but likely to be beyond this date. Currently working on design specification for non-traditional properties to be retrofitted. Further Government grant of £1.494m via the Social Housing Decarbonisation Fund has been secured for 2023/2025. The funding award is representing 43% of the estimated retrofit costs, with a further £1.998m co-funded contribution from ECC representing 57% and a total expenditure of £3.493m over a 2-year project period. Year 1 programme has just been completed. Retrofit delivery is 773 properties to be completed by March 2024 part of a 'fabric first' strategy – with the inclusion of PV installation and smart heating controls. Estimated that by March 2025, this will have increased to 929. ECC continue to work on sites through the design and development stage based on a low carbon or high environmental standards. Current development programme has been suspended due to the inability to make schemes financially viable – 2 schemes currently on site. 21 flats in Hamlin Gardens, will be completed in June 2024. 35 flats at Vaughan Road, will be completed in May 2025.
	Loft and cavity wall insulation	Install loft and cavity wall insulation top-up where required in existing homes pre 2025	-139	Assistant Director Housing	H		
	Improvements in energy efficiency	Promoting energy efficiency and use of low energy appliances by promotion of /access to good quality guidance	-363	Assistant Director Housing	H		
	Further deployment of solar photovoltaic panels	Installation of PV to half of suitable existing and new homes by 2025	-334	Assistant Director Housing	H		
	Solid wall insulation	Install solid wall insulation in 500 appropriate homes	-244	Assistant Director Housing	H		
	Replacing fuel fuelled heating with ASHPs	Install ASHP in 3,510 homes not already heated electrically ensuring that low and zero GWP refrigerants are used	-9,871	Assistant Director Housing	H		
	Deep retrofit and other energy saving	Install a combination of smart technologies, heat recovery, thermal and electrical storage where a property type is able to achieve EnerPhit standards of 15kWh/m ² however Government grant funding now requires 90 kwh/m ² /year	-1,520	Assistant Director Housing	H		
Final deployment of solar photovoltaic panels	Install PV on all remaining suitable homes by 2030	-203	Assistant Director Housing	H			
Transport <i>(3% of 2022/23 footprint)</i>	ECC Fleet	Migrating the fleet to low and Zero Emission Vehicles, including solutions for specialist waste and public and green space vehicles and equipment by 2030	-746	Fleet Management, Net Zero team	H	<ul style="list-style-type: none"> Driver Training undertaken to maximise efficiency Navigation software investigated to provide optimisation of residential waste collection Exton Road Depot site installed with full charging infrastructure to electrify the Council's operational fleet, provided with renewable energy from Water Lane Solar Farm co-located with energy storage technology, connected to Exton Road via private wire. Completed January 2023. Report undertaken by SWEEG evaluating the case for electrification of the remainder of the refuse collection 	<ul style="list-style-type: none"> Implementation Plan for new Green Travel Policy underway, to incentivise public transport and active travel. Currently looking into electric 7.5 tonne vehicle for food collections, with the potential for a trial Electric alternative to 3.5 tonne vehicles and small plant and equipment explored routinely for any replacement requirements for Public and Green Spaces (P&GS) teams for as and when vehicles/equipment reach end of life.
		Minimise number of and mileage of journeys / better route planning for bin collections / waste bin collection rounds	tbc	Cleansing Services Lead, Fleet Management	H		
		Drive efficiently e.g. through Telematics (especially important with electric vehicles)	tbc	Cleansing Services Lead, Fleet Management	M		

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		Better reporting - each department using vehicles to measure and report mileage and give feedback to staff, set targets for reduction and incentivise to use most efficient vehicle	tbc	All Services, Net Zero team	H	<ul style="list-style-type: none"> vehicle fleet, considering both greenhouse gas emissions and costs. High lease costs currently prohibiting further electrification. Research carried out to ascertain the viability of using biodiesel for fleet vehicles as an interim solution to reduce carbon emissions of fleet whilst electrification of the fleet is delivered EV infrastructure implementation plan and City Strategy completed and to be reported to Executive. New Stagecoach Corporate Discount put in place for ECC staff in April 2023. Staff travel survey carried out in July 2023 allowed for commuting and homeworking emissions to be calculated more accurately for 2022/23 carbon footprint. 	<ul style="list-style-type: none"> 18x (16.5%) electric vehicles (including 3x electric Refuse Collection Vehicles (eRCVs)), and 4x (3.7%) petrol hybrid vehicles in active fleet of 109 vehicles in 2022/23 Alternative suppliers for eRCVs currently being investigated with the potential for a trial ECC currently working with Devon County Council and other District Councils following awarding of LEVI funding - ECC to allocate in line with the commissioned EV strategy, new public EV charging facilities to be procured in 2024. Currently investigating possibility of bringing back electric pool cars (ECC previously had 2x Leaf cars until 2020) to reduce grey fleet mileage Currently investigating daisy chain charging at Belle Isle depot. A report has been commissioned and is currently underway to produce a Net Zero by 2030 plan for the Waterways team, this will cover all aspects of the service including the fleet of boats
	Other direct transport	Zero Red diesel strategy for specialist vehicles and equipment for Public and Green Spaces team e.g. tractors, mowers, sweepers, tele-handlers and other portable equipment	tbc	Cleansing Services Lead, Fleet Services, P&GS Lead	H		
		Electrification of 25% of public and green spaces specialist equipment between 2025 and 2030 and removing red diesel	-18	Fleet Services, P&GS Lead	H		
	Indirect transport	Policy on business travel and grey fleet miles to ensure all business travel to be using public transport, active travel or electric vehicles	-127	OMB	H		
		Mandating use of low and zero carbon travel alternatives and green travel incentives	tbc	OMB	H		
		Further expansion of EV Charging Network across Council owned assets	tbc	Net Zero Team, Fleet Services, Parking Services	H		
		Require deliveries to the council to be by electric vehicles or bike, creating demand for freight consolidation centres. Liaise with partners to identify sites and ensure planning provision is made	tbc	Net Zero team, Procurement	M		
Procurement <i>(17.37% of 2022/23 footprint)</i>	Improve data capture	Improve Data Capture, with minimum corresponding sector spend recorded in procurement records	tbc	Procurement Lead, Net Zero Team	H	<ul style="list-style-type: none"> Discussions ongoing with partnering organisations to introduce improved supplier carbon accounting data and obligate suppliers to provide contract specific emissions data, and use in contract selection process Procurement Task and Finish (T&F) group established, looking at supplier engagement and improving accuracy of Scope 3 data capture Carbon footprint reporting used by SWEEG for Scope 3 emissions data updated and more accurate methods are in place providing better recording of Scope 3 emission data Green Accord accreditation scheme relaunched at Exeter Chamber Event in April 2023 following rebrand, providing a sustainability accreditation scheme for businesses to evidence carbon reduction and way for supply chains to ensure their suppliers use businesses with proven sustainable business practices and net zero targets. Campaign being developed to promote Green Accord across the region and discussions underway with district councils in Devon and other large supply chains to adopt Green Accord. 	<ul style="list-style-type: none"> New Environmental Requirements have been established and to be introduced for all contracts over £100k and high impact contracts over £25k. More promotion of Green Accord to be made internally, on website and included in email sent to new suppliers. Discussions underway to create or use an existing carbon calculator to allow suppliers to calculate carbon footprints and provide more accurate data to calculate Scope 3 emissions than spend-based method. Discussions underway with housing suppliers to implement Green Accord as a supply chain tool. Action Plan to be put together to deliver Social Value aspects of the Devon Districts Procurement Strategy 2023 – 2027, which contains commitments to carbon reduction and sustainability.
		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	tbc	SMB, Procurement Lead, Net Zero Team	H		
	Consider the need for new buildings	On consideration of the hierarchy for buildings and maximise use of existing assets: build nothing, build less, build clever, build efficiently	tbc	SMB, City Surveyor, Net Zero Lead	H		
		Implement a Sustainable Procurement Policy which specifically includes a minimum A and A++ (LETI) for all City Council new development projects	tbc	Procurement Lead, Net Zero Team, City Surveyor	H		
	Follow circular economy principles	Decisions must be taken with good quality data i.e. from suppliers. Take GHG emissions into account alongside cost and quality considerations when awarding new contracts and all key decisions on capital projects. Weight contract award weighting for climate change in procurement processes where relevant and proportionate	tbc	Procurement Lead, City Surveyor, Net Zero Team, SMB	H		

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		Ensure all new homes have LETI embodied carbon rating of A and other construction has equivalent, target increased to A++ by 2030	tbc	Assistant Director Housing, SMB	H		
F gases and waste	Quantify ECC's own waste volumes	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	tbc	Net Zero Team, Recycling Lead	H	<ul style="list-style-type: none"> Recycling and signage provided in all Council offices Printing discouraged where possible Net Zero team working with Net Zero Ambassadors to help enforce waste prevention and recycling in the workplace Study to be sought from SWEEG to assess the carbon emissions of processing waste and recycling collected and sold on by ECC Discussions to be held with Corporate Property and Housing to ensure maintenance contracts include F gas losses Discussions with ECC venues to reduce single use plastic across organisation 	
	Reduce waste going to landfill	Use a contractor that guarantees no waste going to landfill	tbc	Service Leads, Net Zero Team	H		
		Adopt a no-printing policy. Ensure all documents distributed are electronic	tbc	OMB, Net Zero team	H		
	Quantify ECC's full inventory of F-gas	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	tbc	Corporate Property, Building managers, Net Zero Team	H		
Quantify ECC's recycling processing	Assess the carbon emissions of processing recycling that the city council collects and sells on. Include cardboard, paper, glass, plastic, and other waste streams sold on e.g. fishing nets	tbc	Recycling Lead, Net Zero team	H			
Renewable energy (-1% of 2022/23 footprint)	Non-domestic PV	Identify and make business case / seek funding for further non-domestic PV opportunities across ECC estate e.g. Guildhall, ISCA, Arena, ECFC, Corn Exchange, RAMM, University fields, Water Lane II, Bus Station, St Sidwell's Point	-461	City Surveyor, Service Leads, Net Zero Team	H	<ul style="list-style-type: none"> Pioneering Water Lane Smart grid and Storage Project completed in January 2023 - ground mounted 1.2 MW Solar Farm at Water Lane co-located with energy storage technology (2MWh battery store). A connecting private wire providing a renewable energy supply to the Council's Operations Depot at Exton Road and installation of EV charging infrastructure to support the electrification all operational fleet. The project also included a 120kw solar PV array on the Riverside Sports hall roof and battery store, a battery storage at the Matford Centre, and a battery store at John Lewis Car Park, to optimise power generation from existing Solar PV installed at both sites. Review of Solar opportunities and new Invest to Save proposal for generation to provide energy security, protection against price increases, provide PPA potential, and to reduce carbon emissions through renewable self-supply Review of solar opportunities underway including 13 ECC owned non-domestic buildings. Feasibility survey being carried out to relocate the canopy solar PV array from Mary Arches car park to the Guildhall Car Park. 	<ul style="list-style-type: none"> Full dissemination report of first year of operation of Water Lane solar farm and energy storage technology, as well as outcomes from Riverside, Matford and John Lewis battery storage installations, to be completed by SWEEG. DNO constraints restrict large scale solar development.
	Domestic PV	Install roof mounted PV on 2,386 existing homes and similar proportion of new build Council homes	-376	City Surveyor, Housing lead, Net Zero Team	H		

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Land use change – afforestation <i>(0% of 2022/23 footprint) offsetting potential</i>	Planting broadleaf and conifers	Planting broadleaf and conifers evenly throughout the Valley Parks and greenspace woodland (409ha) between 2022 - 2030 identifies potential to cover 25% of the area	-829	SMB, P&GS Lead	H	<ul style="list-style-type: none"> Parks officers working closely with community groups and to support community-based initiatives. 2021/22 has seen the establishment and extensions of two community gardens in Exeter. Increased meadow grass programme in 2021/22 P&GS aiming for 30% canopy cover (tree line cover) by 2030, working with Greater Devon Network partners to increase canopy cover further across remaining private open spaces. Officers working closely with Devon Wildlife Trust and Wild City, creating wildlife corridors, integrated process that relies on multiple methods to reduce aggregate use of chemical controls 	<ul style="list-style-type: none"> Study to be undertaken to evaluate offsetting opportunities 107 standard trees planted city wide in 2023, and 591 whips in a new woodland project at Newhaven fields. Northbrook has planted 50 heritage variety fruit trees, 3,800 native bulbs, 400 hedge row whips which will be extended later in 2024 P&GS service lead and Planning working on Local Infrastructure Plan which will allocate land for offsetting, Suitable Alternative Natural Greenspaces (SANGs) and BNG Total glyphosate use at 40L in 2023 (down from 195L used in 2017) ECC stopped spraying on behalf of Highways, so total city use has reduced by 900L in 2023.
		Explore options for offset funding and opportunities within Exeter, utilising Council owned assets	tbc	P&GS Lead, Net Zero Lead, SMB	H		
Overall Organisational Change	Improve understanding of Net Zero actions and Climate Change	Implement 'Carbon Literacy' training to all Councillors, Net Zero Ambassadors, SMB, OMB and other relevant officers	tbc	Net Zero Team	H	<ul style="list-style-type: none"> Quarterly meetings between Net Zero Ambassadors and Net Zero team established Carbon Literacy training underway for all staff and Councillors delivered by 2 members of the Net Zero team, with training open to all staff and Councillors Carbon Literate Organisation 'Bronze' Status achieved in November 2022 New 'Climate Emergency' section created on ECC website in January 2023 which includes information ECC's Footprint reports, Carbon Reduction Plan and Net Zero progress. Intranet pages to be created to highlight Net Zero team's work Statement made in support of the Devon Carbon Plan in December 2022 	<ul style="list-style-type: none"> Review of committee reports and accountability to ensure all Council decisions are informed by an analysis of whether they would help or hinder the delivery of the Net Zero ambition for the council and the city underway 190 members of staff and Councillors have undertaken Carbon Literacy training delivered by 2 members of Net Zero team 90 members of staff and Councillors 'certified' as Carbon Literate so far Staff members' Carbon Literacy pledges to be shared in staff newsletters Maintenance of 'Climate Emergency' section on ECC website Investment Plan to determine what resources would be required to achieve net zero measures to be investigated Environmental Policy to be produced in 2024 Active engagement with external networks – Devon Climate Emergency Response Group, Devon Climate Emergency Tactical Group, University of Exeter Green Future's Community of Practice Scope 3 group
		Develop communications programme to highlight within the Council and externally, achievements and projects delivered in working towards Net Zero 2030	-	Net Zero Team	H		
		Review City Council policies to determine their negative and positive impact on reducing Council carbon emissions	-	Net Zero Team, Service Leads	H		
		Improve staff capacity to allow delivery of Net Zero across all ECC Services (sectors)	-	All services, SMB	H		
		Continue to work with partners locally and nationally to deliver Net Zero	-	All services, SMB, Net Zero team	H		
		Ensure all Council decisions are informed by an analysis of whether they would help or hinder the delivery of the Net Zero ambition for the council and the city	-	All services, Councillors, Net Zero team	H		
		Investment Plan to determine what resources would be required to achieve net zero measures		Net Zero Team	H		

Changes to version 2.0 in February 2023

- Addition to potential measures in 'Transport' sector** - Require deliveries to the council to be by electric vehicles or bike, creating demand for freight consolidation centres. Liaise with partners to identify sites and ensure planning provision is made

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- **Addition to potential measures in ‘Overall Organisational Change’ sector** - Ensure all Council decisions are informed by an analysis of whether they would help or hinder the delivery of the Net Zero ambition for the council and the city
- **Addition to area of focus and potential measures in ‘F Gases and Waste’ sector** - Quantify ECC’s recycling processing - Assess the carbon emissions of processing recycling that the city council collects and sells on. Include cardboard, paper, glass, plastic, and other waste streams sold on e.g. fishing nets
- **Update column changed to February 2023** and updated accordingly above

Changes to version 3.0 in August 2023

- All previous measures taken moved to new ‘Measures taken’ column and new column created for August 2023
- New low, moderate, high priority ranking added for potential measures

Changes to version 4.0 in January 2024

- All previous measures taken moved to new ‘Measures taken’ column and new column created for January 2024
- Sector % updated to 2022/23 data