

Notice of a public meeting of

Decision Session - Executive Member for Environment

To: Councillor Waller (Executive Member)

Date: Monday, 1 August 2016

Time: 5.30 pm

Venue: The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

Notice to Members – Post Decision Calling In:

Members are reminded that, should they wish to call in any item* on this agenda, notice must be given to Democratic Services by **4:00pm on Wednesday 3 August 2016**.

*With the exception of matters that have been the subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Corporate and Scrutiny Management Policy and Scrutiny Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by at **5.00 pm on Thursday 28 July 2016**.

1. Declarations of Interest

At this point in the meeting, the Executive Member is asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they might have in respect of business on this agenda.

- 2. Minutes** (Pages 1 - 2)
To approve and sign the minutes of the Decision Session held on Monday 9 May 2016.

- 3. Public Participation**
At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is at **5.00 pm on Friday 29 July 2016**

Members of the public may register to speak on an item on the agenda or an issue within the Executive Member's remit.

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Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officers (whose contact details are

at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at:

https://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_council_meetingspdf

- 4. OnePlanetCouncil Delivery Framework and new Carbon and Resource Smart Management Plan** (Pages 3 - 136)

This report sets out a proposed OnePlanetCouncil (OPC) delivery framework which demonstrates how the council will deliver on its recent commitment to be a OnePlanetCouncil and provide city leadership amongst the emerging OnePlanetYork network. It also seeks consent from the Executive Member to commence delivery of the new Carbon and Resource Smart Management Plan.

5. Urgent Business

Any other business which the Executive Member considers urgent under the Local Government Act 1972.

Democracy Officers:

Catherine Clarke and Louise Cook (job share)

Telephone No- 01904 551031

Email- catherine.clarke@york.gov.uk/louise.cook@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Decision Session - Executive Member for Environment
Date	9 May 2016
Present	Councillor Waller

32. Declarations of Interest

At this point in the meeting, the Executive Member was asked to declare any personal, prejudicial or pecuniary interests he may have in the business on the agenda. None were declared.

33. Minutes

Resolved: That the minutes of the last Environment Decision Session held on 4 March 2016 be approved as a correct record and then signed by the Executive Member.

34. Public Participation

It was reported that there were no registrations to speak under the Council's Public Participation Scheme.

35. Steps Towards a Single Health & Safety (H&S) Organisation

The Executive Member considered a report that provided him with an update on the current position of City of York Council's (CYC) Health and Safety (H&S) Service.

Officers gave an update and confirmed that to ensure resilience and best use of resources the current five staff members from the CYC H&S Team should be seconded to North Yorkshire County Council. This is to allow staff to operate as one team so resources and skills can be shared across both services.

The Executive Member noted that officers had reviewed the current arrangements and had considered the impact of the reduced spending power of each council. He agreed that joint working would build a service resilience and capacity across both authorities to maintain an effective and professional H&S function.

Officers confirmed they would keep the Executive Member updated and that an options paper and business case would be developed for Executive to consider. This future paper would seek to establish a formally constituted shared organisation with options around various service delivery models.

The Executive Member noted:

- the benefits of working as a single organisation.
- the secondment arrangement would be short term and would last no more than a year.
- that there would be no risks to staff or their terms and conditions.
- that both authorities would sign a Service Level Agreement.

Resolved:

- (i) That the progress of closer working between North Yorkshire County Council (NYCC) and City of York Council (CYC) Health & Safety (H&S) Teams operating under a single Head of H&S be noted.
- (ii) That the secondment of five employees from the CYC H&S team to NYCC to ensure resilience and best use of resources be endorsed.
- (iii) That an interim report be received at a future Executive Member for Environment Decision Session.

Reason: To ensure the Executive Member and residents are informed of the CYC/NYCC approach to ensuring the H&S services are resilient and are better able to support the two organisations.

Cllr Waller, Executive Member

[The meeting started at 5.30 pm and finished at 5.42 pm].



Executive Member for Environment**1 August 2016**

Report of the Director for City and Environmental Services

OnePlanetCouncil Delivery Framework and new Carbon and Resource Smart Management Plan**Summary**

1. On 17 March 2016 Executive approved the OnePlanetYork programme. This included two elements, a city facing partnership approach and a council approach. This report relates to the latter and sets out a proposed OnePlanetCouncil (OPC) delivery framework which demonstrates how the council will deliver on its recent commitment to be a OnePlanetCouncil and provide city leadership amongst the emerging OnePlanetYork network. Within this context it also seeks consent to commence delivery of the new Carbon and Resource Smart Management Plan.

Recommendations

2. The Executive Member is asked to:
 - i. Agree the overall proposed framework and begin delivering our OnePlanetCouncil commitment.
 - ii. Provide comments on and note the following:
 - i. OnePlanetCouncil Policy (DRAFT)
 - ii. OnePlanetCouncil Action Plan – Phase 1 (DRAFT)
 - iii) final drafts of (i) and (ii) will return for Executive Member approval later in 2016.
 - iii. Approve the Carbon and Resource Smart Management Plan.
 - iv. Provide comments on and note the Integrated Impact Assessment tool (working draft) and commence delivery and training.

- v. Provide comments on and note ongoing renewable energy work.

Reason: To agree a coordinated approach and commence delivery against the OnePlanetCouncil commitments. It will also help the council act as a city leader in this area, supporting the development of the emerging OnePlanetYork network.

Background

3. The city has a long history of working towards being a sustainable city, from Local Agenda 21 in 1990's through to the Sustainability City ambitions of the Without Walls Partnership.
4. Yet within this there remains a number of enduring challenges. At the city scale, an ageing population, the desire for higher-wage jobs, rising fuel poverty, ongoing disparities in health outcomes, barriers to decent affordable housing, poor air quality, climate change and ambitious Carbon Dioxide (CO2) and waste targets and it's clear there is still more to do to get the city onto a more sustainable and resilient footing.
5. At an organisational level, there is the business imperative to cut waste and use resources more efficiently, transform services and generate new income streams.
6. As a council we have been working towards being a sustainable organisation. The council has a long history of managing energy use and carbon emissions across our estate. Between 2008 – 2013 our Carbon Management Programme committed the council to reducing carbon emissions by 25% by 2013. We also have had an environment policy, sustainable procurement strategy, sustainable design and construction policy and various sustainability projects such as renewable energy projects, our staff pool bikes and recycling facilities in all our offices. We also carried out staff awareness campaigns like the Save Us campaign to promote saving energy and protecting our natural environment.
7. To deliver the Council Plan (2015-2019) which aims to put economic, social and environmental sustainability 'at the heart of everything we do' and work towards 'One Planet living', the [Executive, on 17th March 2016](#) approved the implementation of a new city programme called OnePlanetYork .

8. Typically in the UK we are using the resources of three planets when we only have one. This is not sustainable. OnePlanetYork is an emerging network of organisations working towards a more sustainable, resilient collaborative ‘One Planet’ future. It also uses 10 simple principles to help create such a future:



9. OnePlanetYork joins the dots between these seemingly disparate actions. It aims to foster greater collaboration and work towards creating a city which has a thriving local economy, strong communities and a sustainable way of life; a city where our residents are healthy, happy and prosperous. More details are available on the [OnePlanetYork](#) pages of City of York Council’s website.

10. Executive approved two key strands of work under the OnePlanetYork programme (see figure 1 below):
- 1) OnePlanetYork (city collaboration and partnerships)
 - 2) OnePlanetCouncil (council approach)

Both are currently facilitated by City of York Council.

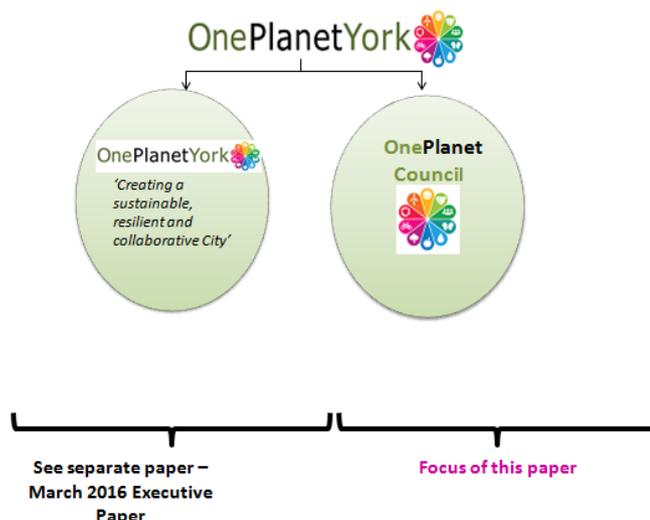


Figure 1 The 2 key strands under the OnePlanetYork programme

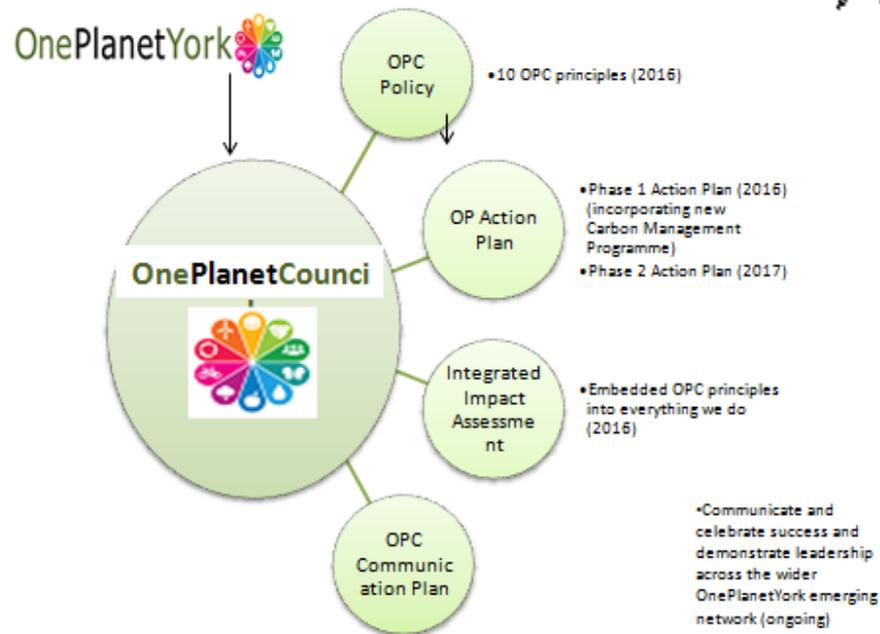
OnePlanetCouncil Delivery Framework

11. This paper focuses on the OnePlanetCouncil strand of the OnePlanetYork programme. It expands in detail on some of the work agreed under the OnePlanetCouncil section of the OnePlanetYork [Executive Report \(17 March 2016\)](#). It outlines a proposed OnePlanetCouncil delivery framework to demonstrate how the council will build on its successes to date and work towards becoming an OnePlanetCouncil.
12. As a council we want to put economic, social and environmental sustainability 'at the heart of everything we do' and make sustainability part of everyone's job. By focussing on our internal and external operations we will work towards (1) embedding 'one planet' opportunities, (2) minimise negative economic, social and environmental impacts (3) potentially generating operational savings (4) foster innovation, and (5) add value to the work we do (and plan to do in the future).
13. By focussing on our external facing services, we will also help residents and businesses in the City work towards 'one planet' living.
14. To become a OnePlanetCouncil we will create the following:
 - 1) OnePlanetCouncil Policy
 - 2) OnePlanetCouncil Action Plan (incorporating the new Carbon and Resource Smart Management Plan)
 - 3) Integrated Impact Assessment Tool
 - 4) OnePlanetCouncil Communication Plan

See Figure 2 below. Each aspect of this is set out below. This is, in some cases, emerging work but is provided to show the direction of travel for comment.

Figure 2.

OnePlanetCouncil (OPC) Delivery Framework 2015/16 – 2019/20



15. OnePlanetCouncil Policy (DRAFT)

This overarching policy defines what it means to be an OnePlanetCouncil and outlines the council’s policy on economic, social and environmental sustainability. The overall aim is to reduce our economic, social and environmental impacts through a balanced approach. It replaces the council’s Environment Policy and sets 10 new strengthened, clear OnePlanetCouncil principles for all council departments to work towards. Figure 3 illustrates the 10 themes covered with an example from the policy. See Annex A for the draft policy.

-  **ZERO CARBON**
-  **SUSTAINABLE WATER**
-  **ZERO WASTE**
-  **LAND USE & WILDLIFE**
-  **SUSTAINABLE TRANSPORT**
-  **CULTURE & HERITAGE**
-  **SUSTAINABLE MATERIALS**
-  **EQUITY & LOCAL ECONOMY**
-  **LOCAL & SUSTAINABLE FOOD**
-  **HEALTH & HAPPINESS**

 Sustainable water	<p>Create energy efficient buildings, get the most of our energy from renewable sources and ensure York is climate ready.</p> <p>We will minimise energy and water use, make the most out of renewable energy and reduce carbon dioxide emissions from our activities. We will also ensure all our operations and services are climate ready and prepared for current and future changes in our climate.</p>
 Zero carbon	<p>Services will also help cut the city’s carbon emissions (Council Plan 2015 – 2019).</p>

Figure 3 illustrates the 10 themes covered with an example from the policy

16. Once adopted, it will apply to all council employees, services, operations (internal and external facing), and all new projects, programmes and policies.
17. Given its importance and council-wide focus, this will now be subject to a further internal consultation process with key council departments. It will return seeking final approval to an Executive Member for the Environment decision session later in 2016.

18. **OnePlanetCouncil Action Plan (OPCAP)**

To deliver the OnePlanetCouncil Policy and to become a OnePlanetCouncil an action plan is needed to provide coordination to reduce our economic, social and environmental impacts through a balanced and evidenced based delivery programme.

19. There will be 2 phases to this planned work:
 1. Phase 1- Towards a zero carbon, resource smart council Action Plan. This will cover the following OnePlanetCouncil principles –zero carbon and sustainable water, zero waste and sustainable transport (2016). See Annex 2 for a draft copy.
 2. Phase 2 – A OnePlanetCouncil action plan covering Health and wellbeing, Culture and community, Equity and economy, Land use and wildlife and Sustainable materials (2017).

20. **Phase 1 - Towards a zero carbon, resource smart council Action Plan (DRAFT)**

This first phase will address priority areas 1) zero carbon and sustainable water 2) zero waste and 3) sustainable transport. Each principle includes sections covering successes to date, current activity and actions for 2016/17.

21. Phase 1 incorporates actions from the Council's recently finalised Carbon and Resource Smart Management Plan (see Annex 3). This is a detailed programme of work that commenced in 2015 and aims to transform the way the council manages its carbon emissions (formerly known as the Transformational Carbon and Energy Management Programme). It builds on the previous Carbon Management Programme 2008 – 2013. The programme aims to:

This CRSMP will aim to:

- I. Reduce carbon emissions and associated expenditure across the council's estate, schools and social housing by maximising energy and water efficiency**
- II. Measure Corporate carbon emissions and related expenditure:**
 - Corporate estate – utility consumption (electricity, natural gas, oil and water)
 - Street Lighting – electricity consumption
 - Fleet Transport – fuel consumption
 - Employee Travel – miles travelled
 - Waste disposal – tonnes of waste disposed
- III. Measure Schools' carbon emissions and related expenditure:**
 - School Buildings – utility consumption (electricity, natural gas, oil and water)
 - Waste disposal – tonnes of waste disposed
- IV. Measure Social Housing's carbon emissions (based on each household's energy performance, i.e. SAP rating)**
- V. Measure the renewable energy generated across the Corporate and Schools' estate**
- VI. Accelerate renewable and low carbon energy generation across the council's estate, schools and social housing**

22. It identifies how much natural resources like energy, water and fuel we use as a council and the financial costs of these. It also calculates carbon and other greenhouse gases emitted through our operations.
23. The plan then outlines short, medium and long-term projects to achieve a reduction in our carbon emissions and financial expenditure.
24. A corporate carbon reduction target will be set by within 1- 2 years of the programme commencing. Interim targets linked to embedding carbon and resource management into the council have been set to ensure progress in areas such as corporate strategy, responsibility, data management and communications. See Annex 3 for the finalised plan. Approval is now sought to begin implementation.

Scope	Costs (£)	kg CO2	kg CO2e **
Corporate Utility *	1,227,398.79	3,785,559.21	3,866,216.10
Schools Utility	2,040,052.48	5,177,203.58	5,307,195.85
Street Lighting	905,686.01	3,895,816.24	3,927,842.31
Fleet Transport	813,598.25	2,120,299.92	2,144,949.00
Business Travel	352,785.69	225,553.12	226,951.67
Corporate Waste	71,099.21		73,518.20
Schools Waste and recycling	85,438.57		153,118.93
GRAND TOTAL	5,496,059.00	15,204,432.07	15,699,792.05
Tonnes		15,204.43	15,699.79

Figure 4. CYC's costs and carbon footprint.

(Source Carbon and Resource Smart Management Plan 2015/16 – 2019/2020)

* Excludes gas data¹. ** CO₂e: A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential.

25. The draft OPC phase 1 Action Plan (Annex 2) will now be subject to internal consultation. It will return to an Executive Decision session later in 2016 seeking approval.
26. Phase 2 of the OPC Action Plan will be developed in 2017 to tackle the remaining OPC principles. These will be combined to create one final OPC Action Plan from 2017 onwards.
27. **Integrated Impact Assessment Tool (DRAFT)**

The City of York council has a public duty to comply with the general Duty under the Equalities Act 2010 to provide inclusive and discrimination free services. The [Council Plan](#) (2015 – 2019) also aims to create a prosperous city, embedding sustainability into everything we do, work towards [OnePlanet Living](#), increase recycling rates, cut the city's carbon emissions and [much more](#).

¹ Excludes gas consumption as CYC has been unable to obtain gas consumption figures for 2014/15 from British Gas due to errors on their side.

28. In the past there have been a variety of impact assessment tools available to help officers. This new Impact Assessment tool (IIAT) aims to streamline the process and make it easier to assess a variety of statutory and council plan requirements all in one go. This IIAT is therefore an amalgamation of the following:
 1. Communities Impact Assessment
 2. Equalities Impact Assessment
 3. Sustainability Impact Assessment
29. The purpose of this Integrated Impact Assessment tool (IIAT) is to help officers meet the statutory requirements above and to embed economic, social and environmental sustainability and equality into everything the council does. It aims to get officers to think about and record any positive and negative impacts that a proposed new service, project, programme or policy is likely to have on the above statutory requirements and council priorities and on ultimately creating a sustainable, resilient city. It will:
 1. meet statutory requirements surrounding equalities and communities
 2. meet the Council Plan priorities and OnePlanetCouncil Policy surrounding embedding sustainability into everything we do and to create a prosperous city
 3. identify potential economic, social and environmental impacts of any new proposals and through a balanced and evidenced based process.
 4. maximise opportunities to add value to proposals and improve the services the council is providing to all people / communities and the city as a whole.
 5. address or mitigate negative impacts during the project planning process
30. This assessment will also be embedded into the Council's new [All About Projects](#) – project management programme. New projects will be required to fill in the IIAT to progress to key project development stages. See Annex 4 for a working draft of the IIAT. This will now be used as a working draft and training will also accompany the roll out of this tool across the council.

31. **OnePlanetCouncil Communication Plan**

Engaging with staff is as essential to the programme as the proposed work streams above. Therefore a comprehensive OnePlanetCouncil communication plan will be developed. A range of regular communication methods will be used to communicate the work of the council to all staff, and including staff awareness campaigns, staff suggestion schemes, competitions, regular Buzz articles (with targeted messages making the work relevant to staff) and use of TV screens and new media.

32. We will also share our work, tools and best practice with the emerging OnePlanetYork network and align messages with this campaign.

- Please note that once finalised the Policy, OnePlanetCouncil Action Plan and IIAT documents, will be designed and branded to support the city OnePlanetYork brand.

Facilitating delivery of renewable energy

33. Linked to the city's Climate Change Action Plan, the council in recent years has been exploring the potential for low carbon / renewable energy generation across our estate and the wider city.

34. The council in 2015 was exploring opportunities for solar energy generation across its estate, focussing mainly on larger sites. However, the Government in August 2015 consulted on changes to the Renewable Obligations and Feed-In-Tariffs. As a result CYC suspended work until the result of the consultation was known. The Government implemented the proposed changes in the winter of 2015 and therefore our schemes were no longer financially viable in the short term. The council continues to look at smaller scale opportunities across its estate and for viable ways to integrate solutions into the built environment and transport infrastructure.

35. To support us understand the potential for a range of projects the council is part of a regional [ELENA](#) (European Local ENergy Assistance) bid, led by Leeds City Region (LCR), to the European Investment Bank for technical assistance on a range of low carbon opportunities across the city, including council, wider public estate and community schemes (estimated support worth ~£1million for

York). If successful, such support will be available in York from autumn 2016 – 2019.

36. The council is also exploring forthcoming European Regional Development Fund (ERDF) funding (subject to Brexit outcomes). The European Regional Development Fund Operational Programme for England 2014 to 2020 sets out how the ERDF will focus on investment to support economic growth and job creation. Priority Axis 4 of the Operational Programme aims to move England's economy towards a low carbon model by reducing greenhouse gas emissions, increasing the share of renewable energy and enhancing the energy efficiency of homes businesses and transport.
37. The council will explore this funding including projects to help create viable ways to integrate low carbon solutions into the built environment and transport infrastructure (for example using solar energy generated locally to charge the city's growing electric charging infrastructure).

Low Carbon District Heating

38. CYC has secured £50k from regional and central government to carry out a technical, low carbon district heat network feasibility study for York Central. This will help determine if a scheme is feasible and viable on the site. The idea is to generate heat, centrally, from a low carbon source of energy and distribute this heat (through insulated pipes) to homes and business in close proximity to the scheme. The study will be completed by October 2016.

Climate Change Action Plan 2013

39. The council will provide an update on the City's [Climate Change Action Plan](#) in 2016. This coordinates actions across city partners and outlines a suite of actions to help reduce city-wide carbon emissions by 40% by 2020. A refresh of this document is now needed to review the first 5 years of progress and highlight success to date.
40. A new group is also being formed to drive progress in line with the recent COP21 UN climate change conference in Paris which got

over 200 countries to universal agree to cut greenhouse gas emissions and to avoid the most dangerous effects of climate change.

Consultation

- 41. The OPC policy, OPC Action Plan (phase 1) and IIA have been developed with input from various colleagues including business travel, fleet transport, energy and sustainability, equalities, communities, All About Projects and waste management. Wider internal consultation will commence in August 2016. We have also checked this policy with the council’s People Plan (which replaces the previous Workforce Strategy).
- 42. CRSMP has been extensively developed through the Utilities Board with representatives from across the estate including fleet travel, business travel, schools planning, property, energy, sustainability, procurement and finance.
- 43. This work outlined above will also form part of a future scoping report for the Corporate and Scrutiny Management Committee. The scope of the report is still being drafted but is likely to propose a review to explore how York might best balance economic, social and environmental factors to become a more sustainable, resilient ‘One Planet’ city.

Options

- 44. Option 1 – Do nothing: Do not approve this approach or the new CRSMP and continue with existing isolated internal programmes, lacking coordination and accelerated delivery.
- 45. Option 2 – Note the progress that is being made to deliver a OnePlanetCouncil and approve the approach described in this paper.

Analysis

46. Option 1:

Advantages	Disadvantages
<ul style="list-style-type: none"> • Deliverable within existing staff and partners • No new requirements 	<ul style="list-style-type: none"> • Will not enable sustainability aims of the council plan to be fully embedded into everything we do across the council and will not provide leadership to support the

<p>placed on staff when preparing major projects, programmes and policies</p> <ul style="list-style-type: none"> • Will continue to address some of the council's and city's most pressing issues such as increasing recycling and cutting carbon emissions 	<p>OnePlanetYork vision and emerging network</p> <ul style="list-style-type: none"> • No coordinated carbon management plan reducing carbon emissions and utility expenditure across the council • Does not connect the dots between disparate programmes/projects and misses opportunity to develop a stronger narrative for the council as a leading 'future' council and city. • Ongoing silo based working/thinking. • Continue to miss opportunities to deliver sustainability benefits due to a lack of a strong integrated approach across the council • No new tools and actions plans to drive and accelerate action across the council. • Lack opportunities to maximise operational savings and foster innovation. • Reputational risk and lack of city leadership on the council's part – especially linked to the emerging OnePlanetYork programme
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47. Option 2:

Advantages	Disadvantages
<ul style="list-style-type: none"> • Coordinated approach that strengthens delivery towards the economic, social and environmental sustainability aims of the council plan and OPC policy • Balanced and evidence based approach • Delivers the greatest benefits across the council (and wider city) • New embedding integrated tools and actions to accelerate work • Gives impetus for enhanced participation and joint working at the organisation (and city) scale • Maximises opportunities to make operational savings and foster innovation • Flexible and deliverable within existing processes and staff and can be adapted in light of future changes and delivery models 	<ul style="list-style-type: none"> • Requires some existing ongoing staff capacity to support implementation • Requires modest changes to corporate processes to full integrate into every day thinking/doing.

<ul style="list-style-type: none"> • Delivery can commence quickly • Can incorporate the recently developed Carbon and Resource Smart Management Plan and forthcoming People Plan. • Enables the council to provide city-leadership and minimises any reputation risks especially linked to the emerging OnePlanetYork network. 	
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Council Plan

48. This programme directly supports the Council Plan’s aims to create a prosperous city for all, embed sustainability into everything it does and work towards ‘One Planet’ living.
49. It has direct links to ambitions to protect York’s green spaces, increase the percentage of waste recycled, cut carbon emissions, improve air quality, focus on cost and efficiency and make the most of commercial opportunities.

Implications

50. The implications arising from this report are:

- **Financial** (Contact – Director of Resources)

There are no direct financial implications arising from creating the documents above. For the individual projects identified specific funding will need to be secured and will be subject to internal financial and decision making processes.

- **Human Resources (HR)**

The People Plan for the organisation, which is a continuation of the council’s previous workforce strategy, is in line with the OnePlantCouncil principles attached in this report.

- **Equalities**

Once approved, an IIA will be completed as part of the final drafting stages of the Policy and Action Plan.

- **Legal** – No Comment

- **Crime and Disorder** (N/A)
- **Information Technology (IT)** N/A
- **Property** – No Comment
- **Other**

Risk Management

51. Option 1:

Risks
<ul style="list-style-type: none"> • Unbalanced, non evidence based approach. • Failure to deliver the aims of the Council Plan • Missed opportunity to build value into the work across the council (and city) • Staff not fully engaged and delivering value to all work / services • Budgets being available to deliver future plans as per current strategies etc. • Reputational risk and lack of city leadership on the council's part – especially linked to the emerging OnePlanetYork programme

52. Option 2:

Risks
<ul style="list-style-type: none"> • Staff not fully engaged and delivering value to all work / services • Staff not fully engaged and fail to embed the culture of balanced, evidenced based decision making • Budgets to deliver meaningful actions resulting from the strengthened approaches at a council level.

Contact Details

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Design, Conservation and
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Tel No 01904 551666

Chief Officer Responsible for the report:

Neil Ferris
Director of CES

**Report
Approved**

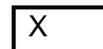


Date 18.7.2016

Specialist Implications Officer(s)

Wards Affected: List wards or tick box to indicate all

All



For further information please contact the author of the report

Background Papers:

- **17 March 2016 - Executive -**

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8847&Ver=4>

Annexes:

- Annex 1** DRAFT OnePlanetCouncil Policy
Annex 2 DRAFT Phase 1- Towards a zero carbon, resource smart council Action Plan (2015 – 2019)
Annex 3 Carbon and Resource Smart Management Plan
Annex 4 DRAFT Integrated Impact Assessment Tool

Abbreviations:

CO2 Carbon Dioxide
COP 21 UN United Nations 21st Conference of the Parties (COP21)
CRSMP Carbon and Resource Smart Management Plan
CYC City of York Council
ELENA European Local ENergy Assistance
ERDF European Regional Development Fund
IIAT Impact Assessment Tool

LCR	Leeds City Region
OPC	OnePlanetCouncil
OPCAP	OnePlanetCouncil Action Plan

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City of York Council



One Planet Council Policy Statement (DRAFT)

Overview

This document sets out the Council's policy on sustainability. It aims to build on the Council's long history of developing as a sustainable organisation. It sets some new strengthened, balanced, principles for all council departments to work towards. It is one part of how the Council aims to meet its commitment in the Council Plan (2015 – 2019) to embed economic, social and environmental sustainability into everything we do and work towards 'One Planet' Living.

Introduction

On 17th March 2016 the Executive approved the implementation of [OnePlanetYork](#) so that sustainability is put 'at the heart of everything we do' and drives wider progress towards creating a sustainable, resilient and collaborative 'One Planet' city.

OnePlanetYork starts from one central idea: We are consuming the resources of three planets when we only have one. The Council aims to work with partners to enable the city to work towards a shared vision of creating a sustainable, resilient and collaborative city. It also uses 10 simple principles to make sense of sustainability and help meet this vision.

On 17th March 2016 the Executive approved the Council becoming an OnePlanetCouncil. This included adopting a new strengthened approach to sustainability and the creation of this new OnePlanetCouncil policy and series of tools and action plan(s) to deliver organisational change.

Scope

This OnePlanetCouncil policy applies to all City of York Council employees and all internal and external facing council services, projects, programmes and policies. The primary focus is internal operations and services, but it also applies to the external, city-facing services we provide. Where relevant, it also shows how the policy will help support the Council Plan (2015-2019) and major city strategies (of which some examples are included in the policy below).

Aims

This policy aims to:



- in a time of constrained budgets and changing operational models, ensure that employees add value to projects and maximise opportunities to embed OnePlanetCouncil principles into everything we do and reduce and mitigate, over time, any negative impacts that may arise;
- ensure that all staff and members are fully aware of the 10 key OnePlanetCouncil principles within this policy and how they too can play a part in helping the Council to 1)ensure sustainability underpins everything we do and 2) work towards becoming an 'One Planet' organisation; and
- enable the Council to champion and lead by example and will work with it's suppliers, contractors and city partners to drive wider progress towards a more sustainable, resilient and collaborative 'One Planet' city.

10 OnePlanetCouncil Principles

The Council commits to:

 <p>Equity and local economy</p>	<p>Continue to support fair pay across the council and help create a thriving economy.</p> <p>Through the People Plan, we will remain confident in the fairness of our reward and pay practices.</p> <p>Where appropriate, services will also support delivery of the city's Economic Strategy (2016) and help create a thriving city with opportunities for residents to get good quality and well paid jobs (Council Plan 2015-2019) and the emerging local plan.</p>
 <p>Health and happiness</p>	<p>Maximise opportunities to promote health and wellbeing across our organisation and the city. We will promote effective and active employee engagement with wellbeing programmes and proactive support focussing on key health issues for the organisation that are also aligned to the Public Health Strategy.</p> <p>Services will also support creating a thriving city where residents are encouraged and supported to live healthy lives (Council Plan 2015-2019).</p>

 <p>Culture and community</p>	<p>Maximise opportunities to deliver a collaborative, innovative, inclusive and creative culture across the council and create services which help York’s residents live, confident, healthy, inclusive lives. Based on the People Plan we will continue to strive to be an organisation that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.</p> <p>Services will also work to support creating a thriving city where all York’s residents live and thrive in a city which allows them to contribute fully to their communities and neighbourhoods (Council Plan 2015-2019).</p>
 <p>Sustainable water</p>  <p>Zero carbon</p>	<p>Create energy efficient buildings, get the most of our energy from renewable sources and ensure York is climate ready. We will minimise energy and water use, make the most out of renewable energy and reduce carbon dioxide emissions from our activities. We will also ensure all our operations and services are climate ready and prepared for current and future changes in our climate.</p> <p>Services will also help cut the city’s carbon emissions and be a leading low emission city (Council Plan 2015 – 2019).</p>
 <p>Zero waste</p>	<p>Reduce waste, reusing where possible and ultimately sending zero waste to landfill. We will minimise operational waste that arises across the council through waste reduction, reuse, recycling and recovery measures and ultimately work towards sending zero waste to landfill.</p> <p>Services will also help increase the percentage of waste recycled across the city (Council Plan 2015 -2019).</p>
 <p>Sustainable transport</p>	<p>Reduce the need to travel and encourage employees to use sustainable modes of transport. Through our travel policies we will promote the use of a range of sustainable modes of transport and low emissions vehicles.</p> <p>Services will also help improve air quality across the city and continue to offer efficient and affordable transport links enabling residents and businesses to access key services (Council Plan 2015 – 2019).</p>
 <p>Sustainable materials</p>	<p>Use goods from sustainable sources and, where possible, source locally. Where possible we will reduce the environmental impact of all new council owned buildings and the goods and services we procure as an organisation.</p>

 <p>Local and sustainable food</p>	<p>Support a thriving local food economy. We will, where possible, use and support local food initiatives within council services and across the city.</p>
 <p>Land use and wildlife</p>	<p>Conserve and enhance York's built and natural environment. We will conserve the City's landscapes, built and natural environment and wildlife and actively seek enhancements. We will do this across our estate and the city and also encourage sustainable new developments.</p> <p>Services will also help protect the greenbelt and unique heritage and character of the city (Council Plan 2015 – 2019).</p>

Action Areas

The Council will develop an OnePlanetCouncil Action Plan, with specific plans, targets and indicators. Due to limited resource, there are 2 phases to this planned work.

- Phase 1- Towards a zero carbon, resource smart council action plan (covering the following OnePlanetCouncil principles -carbon, energy, water, waste, sustainable transport) (2016)
- Phase 2 – A OnePlanetCouncil action plan covering the remaining principles - Health and wellbeing, Culture and community, Equity and economy, Land use and wildlife and Sustainable materials (2017).
- In addition a new Integrated Impact Assessment Tool will be rolled out through the All About Projects programme to help all new projects maximise 'One Planet' opportunities, add- value and reduce any potential OnePlanetCouncil impacts. It will be supported by guidance and staff training.

Evaluation and review

Progress towards becoming an OnePlanetCouncil will be reviewed annually. An internal score card will be developed to demonstrate annual progress against the OnePlanetCouncil Action Plan (both phases). Where quantifiable data is not available the OnePlanetCouncil Embedding Matrix – Self Assessment tool will be used to set qualitative targets and show annual progress.

Implementation date

This policy and Phase 1 – Towards a zero carbon, resource smart council action plan will apply from XXXX 2016. Phase 2 will follow in 2017.



Approval

This final draft has been approved by the council’s Corporate Management Team on XXX 2016 and the Executive Member for the Environment on 1st August 2016.

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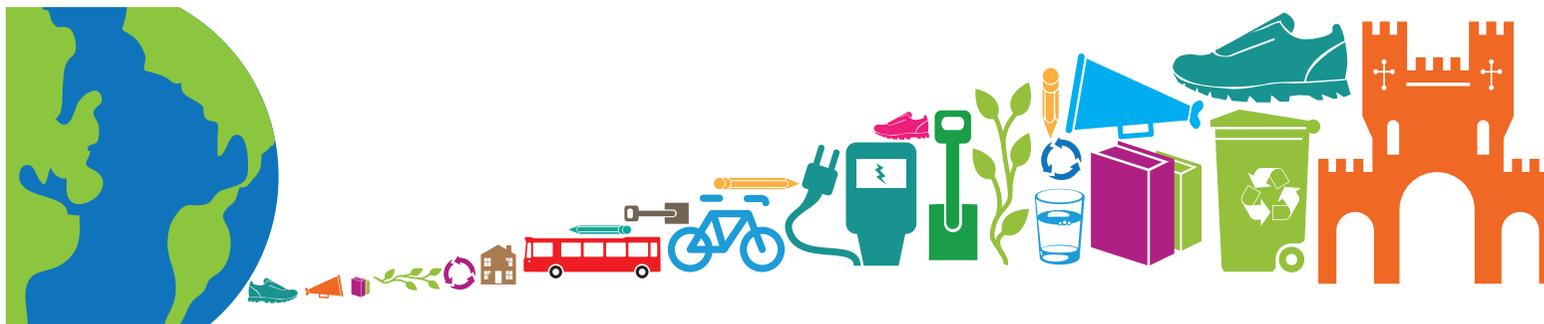
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One Planet Action Plan

Phase 1:

Towards a zero carbon, zero waste and resource smart council (July 2016)

Draft



We're using a One Planet Action Plan to help us live within a fair share of the earth's resources



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Foreword from Executive Member and Chief Executive

Draft

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Cllr Waller

Executive Member for Environment, City of York Council

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Chief Executive, City of York Council

Introduction

Draft

OnePlanetYork

To deliver Council Plan (2015-2019) aims to put economic, social and environmental sustainability 'at the heart of everything we do' and work towards 'One Planet living', the Executive on 17th March 2016 approved the implementation of a new programme called OnePlanetYork.

Typically in the UK we are using the resources of three planets when we only have one. This is not sustainable. OnePlanetYork is an emerging network of organisations and businesses across the city working towards a more sustainable, resilient collaborative 'One Planet' future. It also uses 10 simple principles to help shape and guide the city towards achieving this vision (see annex 1).

- | | |
|--|--|
|  Equity & local economy |  Sustainable transport |
|  Health & happiness |  Sustainable materials |
|  Culture & community |  Sustainable water |
|  Zero carbon |  Local & sustainable food |
|  Zero waste |  Land & wildlife |

Real local leadership and innovation is already underway: Zero waste factories, electric bus and taxi fleets, renewable energy generation, the country's best high Street, the UK's very first mutual library network, open data platforms, world class digital connectivity, integrated wellness services and communities tending their own green spaces.

Together these actions are helping put York onto a more sustainable and resilient footing.

OnePlanetYork joins the dots between these seemingly disparate actions. It aims to tell a more compelling story about the city's achievements, foster greater collaboration, raise aspirations and encourage even more people to get involved. Find out more about OnePlanetYork .

On 17th March 2016, the Executive approved the Council becoming an OnePlanetCouncil. This included adopting a new strengthened approach to sustainability and the creation a new OnePlanetCouncil policy (See Annex A) with clear principles and a series of tools and action plans to deliver organisational change.

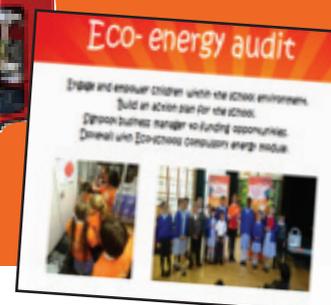
The international 'One Planet living' framework is used by leading commercial organisations to deliver operational savings, generate new income streams and foster innovation. It makes explicit an organisation's commitment to sustainability.

It also helps staff make sense of sustainability, enabling the organisation to show leadership, progress and all in a clear accessible and engaging way.

We are not starting from scratch and colleagues across the council have been working hard in a number of areas such as transport and energy to create a sustainable council.

Energy Efficiency

- Heating control
- Insulation improvements, low energy/ LED lighting
- TRVs
- Coltage optimisation
- Carbon Management Programme 2008-2013
- Transformational Carbon and Energy Management Programme 2015
- Annual reporting on CO2
- Staff and school behaviour change - Energy Heroes



Renewable Energy

- PV arrays
- Solar thermal
- Biomass Boilers
- Combined heat and power
- Ground Source heat pumps
- Large-scale PV exploration

Why become a One Planet Council?

Whilst good progress has been made to date there is still more we can do. This is reflected in the Council Plan (2015 – 2019) which aims to put economic, social and environmental sustainability ‘at the heart of everything we do’ and work towards ‘One Planet living,’ and our new One Planet Council Policy.

Becoming a One Planet Council will help us to:

1. Be cost effective

We spent £5.5m in 2014/15 on the energy and water across our estate. If we use energy and water more efficiently we can save our organisation money which could be used to safeguard future services. Did you know we spend around a quarter of million pounds on water. Through effective management and our initial work in this area we will save approximately £4,000 a year through managing our water bills better and we will receive refunds from the water company of just under £10,000 - all because we looked at our water bills and managed them more effectively. Work will continue to make further savings in the future.



1. resource use (e.g. energy, water and office supplies);
2. waste disposal (e.g. foodwaste, paper, office equipment);
3. air emissions (e.g. from boilers or heating and cooling systems);
4. noise pollution (e.g. from car parks or site maintenance); and
5. water pollution (e.g. from unauthorised discharges from catering facilities, contaminated run-off from car parks or through the use of cleaning and chemical products)

(WRAP 2016)

In addition to these impacts, as a council, the energy we use to heat and power our building, transport and operations is derived mainly from fossil fuels such as coal and oil. The burning of fossil fuels for energy is responsible for creating carbon dioxide emissions. Globally, rising levels of carbon dioxide and other gases, such as methane, in the atmosphere create a 'greenhouse effect', trapping the Sun's energy and causing our climate to change.

As a council in 2014/15 the energy, water and fuel we used cost us over £5m and created just over 15,000¹ tonnes of carbon dioxide (excluding social housing). This equates to around 1.5% of the city's total carbon emissions (just under 1.1 million tCO₂).

3. Reduce our economic and social impacts

It is not just about environmental impacts. Our services, policies, programmes and projects can aim to alleviate one problem but can have unintentional negative impacts on other issues and negatively affect our local economy and society. A good example of this is using diesel cars when out on work business. This will help reduce city carbon emissions but will create a range of other harmful emissions that affect our air quality and health i.e. increases respiratory illnesses. Choosing to walk or cycle short distances instead could have a win, win, win situation – its cheaper, helps tackle congestion and pollution, creates less carbon emissions and it could help you to be healthier.

4. Be coordinated

Better coordination across the council will create enhanced engagement, participation and joint working.

¹ Excluding gas consumption (CYC is unable to obtain gas consumption from British Gas due to errors on their side) previous years equated to around 8000tCO₂)

The Implementation Strategy

This action plan will build on our strong performance to date and ensure the council is operating cost effectively in key areas like resource management and working towards One Planet operations. The action plan is supported by a OnePlanetCouncil policy, and like the policy it is based on the ten 'One Planet living' principles.

We want to ensure economic, social and environmental sustainability is part of everyone's job. By focussing on our internal and external operations we will work towards embedding 'one planet' opportunities whilst generating operational savings and fostering innovation and adding value to the work we do and plan to do. Through also focussing on our external facing services, we will also help residents and businesses in the City work towards 'One Planet' living.

A phased approach

There are two phases to this planned work.

- **Phase 1** - Towards a zero carbon, zero waste and resource smart council action plan covering the following One Planet principles -Zero carbon, Zero waste, Sustainable water, Sustainable transport (2016).
- **Phase 2** - A OnePlanetCouncil action plan covering the remaining principles not covered in Phase 1 (post 2017) including Health and wellbeing, Culture and community, Equity and economy, Land use and wildlife, Sustainable materials.

A Integrated Impact Assessment Tool will form part of the council's new 'All About Projects' project management framework to help new projects maximise 'One Planet' opportunities, add value and reduce potential negative economic, social or environmental impacts. It will be supported by ongoing guidance and staff training (2016).

Programme management

A new OnePlanetCouncil board (formerly the Utilities Board) will oversee delivery of the OnePlanetCouncil programme with actions delivered through relevant council directorates.

Scope

This document relates to Phase 1 - Towards a zero carbon, resource smart council. It applies to all City of York Council employees, operations and services (internal and external facing), programmes, projects and strategies and includes targets and actions across our estate including:

- Corporate estate
- Schools
- Street lighting
- Fleet Transport
- Business Travel
- Waste

Monitoring and Targets

We will annually collate the data above and review our progress and update the plan accordingly. We will also establish a corporate carbon reduction target in 2016 cover the principles above. We will communicate progress internally and externally.



Our top priorities

This Phase 1 of the OnePlanetCouncil Action Plan focuses on how we will work towards becoming a zero carbon, resource smart council and meet the following four OnePlanetCouncil key principles:



Create energy efficient buildings, get the most of our energy from renewable sources and ensure York is



climate ready. We will minimise energy and water use, make the most out of renewable energy and reduce carbon dioxide emissions from our activities. We will also ensure all our operations and services are climate ready and prepared for current and future changes in our climate.

Services will also help cut the city's carbon emissions (Council Plan 2015 - 2019).



Reduce waste, reusing where possible and ultimately sending zero waste to landfill.

We will minimise operational waste that arises across the council through waste reduction, reuse, recycling and recovery measures and ultimately work towards sending zero waste to landfill.

Services will also help increase the percentage of waste recycled across the city (Council Plan 2015 -2019).



Reduce the need to travel and encourage employees to use sustainable modes of transport and low emissions vehicles when travelling on our behalf for work purposes.

Services will also continue to offer efficient and affordable transport links enabling residents and businesses to access key services and we will continue to take steps to improve air quality (Council Plan 2015 - 2019)

Zero carbon and Sustainable water

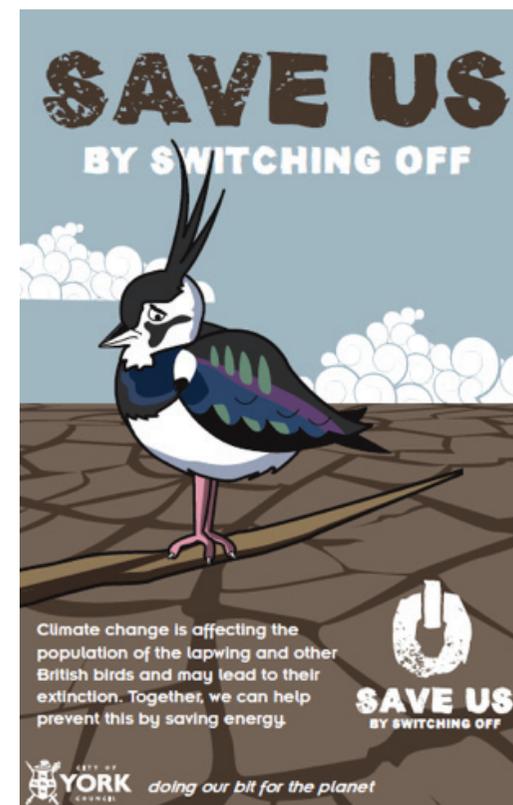
Create energy efficient buildings, get the most of our energy from renewable sources and ensure York is climate ready. We will minimise energy and water use, make the most out of renewable energy and reduce carbon dioxide emissions linked to our activities.

These principles cover both the zero carbon and sustainable water principles. These combined principles involve the council working towards becoming a zero carbon, resource smart council. It includes saving energy and water and reducing the amount of carbon emissions we create through making our buildings and operations more energy and water efficient and, where possible, by generating our own energy from renewable sources like solar.

Success to date

The council has a long history of managing energy use and carbon emissions across our estate. Between 2008 – 2013 our Carbon Management Programme committed the council to reducing carbon emissions by 25% by 2013. Over that period colleagues across the council carried out many actions to help meet this target. We installed Biomass boilers and new heating system, improved the energy

efficiency of schools and other buildings through loft and cavity wall insulation, introduced an energy efficient LED streetlighting programme, installed energy efficient lighting across the estate and we installed over 200 solar panels on West Offices. We also carried out staff awareness campaigns like Switch it Off and Save Us to promote saving energy and carbon emissions.

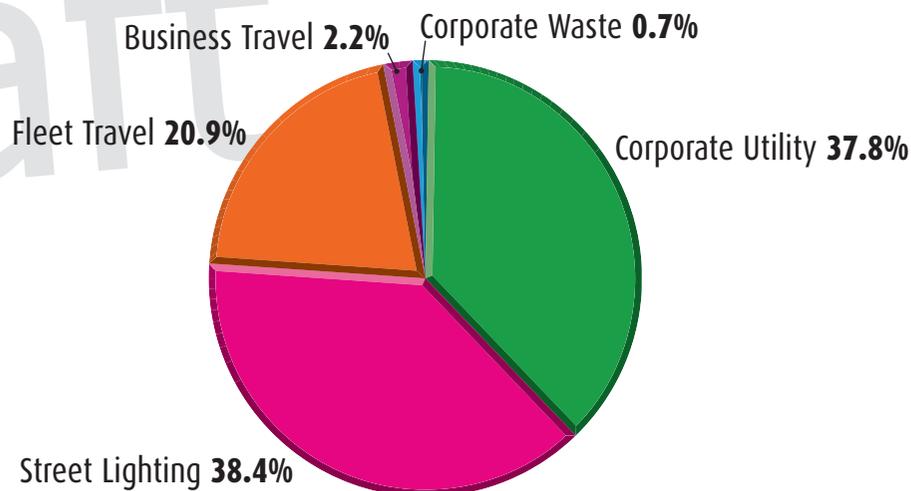


Current Activity

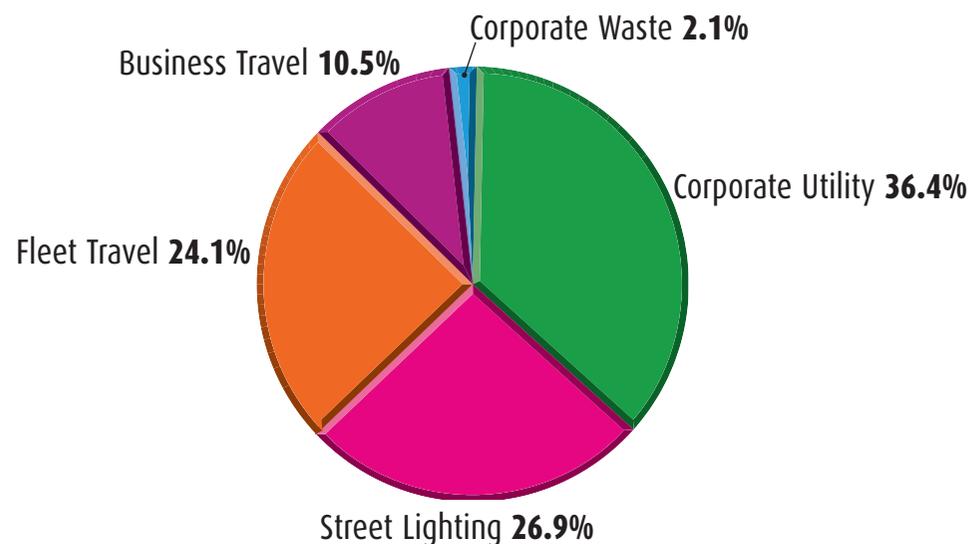
Annex 1 summarises the amount of energy, water and waste we used as an organisation in 2014/15. It also shows that we generated just over 15,000² tonnes of carbon dioxide. Just under 40% of carbon emissions come from our corporate estate i.e. offices and schools and just under 40% from streetlighting. The remaining emissions come from out fleet and travelling about for work and the waste we create. When we include the energy and carbon emissions from our social housing stock (over 30,000 tCO₂), our total carbon emissions would be nearer 45,000 tCO₂.

We also spent over five million pounds on these utilities with over 35% of this spend relating to corporate utilities and 26% on streetlighting. Fleet transport also equates to about 24% of all our spend with 10% resulting from business travel (when we travel around for work purposes)

Corporate Carbon Emissions



Corporate Costs



² Excluding gas consumption (CYC has been unable to obtain gas consumption for 2014/15 from British Gas due to errors on their side)

Actions for 2016 / 17

Council

A new carbon, resource smart management plan has been developed (see separate document for full details). In the first year of this programme we will continue to deliver and/or carry out a number of energy, water and transport efficiency projects. Specifically, complete an audit on water and wastewater expenditure, the upgrade of boilers and energy management controls, various energy efficiency schemes in schools, installation of LED lighting, refurbishments, tenant energy efficiency awareness programmes, as well as switching more streetlights onto LED lighting and new billing system from dynamic to half-hourly billing (to increase billing accuracy). Various transport projects including the Travel Management Unit's Council Fleet work to improve driving behaviour and fuel efficiency, the addition of a special fuel additive to decrease fuel consumption and engine maintenance costs, and the restructuring of the Business Travel patterns.

We have also developed a pipeline of low carbon projects that require further technical work to determine if they are viable and feasible, including various energy efficiency and renewable energy schemes. In conjunction with Leeds City Region, we have submitted, an application to the European Investment Bank for ELENA funding (technical support

for energy projects). We will also look at funding such the European Structural and Investment Fund Growth Programme, particularly calls under their European Regional Development Fund to deliver viable projects.

Facilitated city support

In our public facing role the council will continue to support the city to work towards being a zero carbon city. We will coordinate the refresh of York's Climate Change Action Plan in 2016 and work with city partners to accelerate action. As above, we have worked with partners to develop an initial low carbon pipeline of projects that require further technical work to determine their feasibility. This included public sector partners and York Community Energy. It is hoped this support will help determine feasible projects to deliver in the future.

*Phase 2 will cover how the council will ensure it is Climate Ready.

Zero waste

Draft

Reducing waste, reusing where possible, and ultimately sending zero waste to landfill.

This aims to minimise the amount of waste we create across the council through promoting waste reduction and maximising opportunities to recycle and reuse.

Success to date

We can recycle a range of our waste in all buildings the council operates, including schools. For example in West Offices and Hazel Court we can recycle plastic bottles, cans, paper, cardboard and also batteries and print cartridges. A range of staff awareness campaigns have been carried out to ensure we all can help reduce and recycle waste. Over recent years, various recycling services for our offices and schools have helped save an estimated 400tonnes of CO₂e (Carbon Dioxide equivalent). We have also held various employee engagement events including two vintage swap shops.

As a council we also offer a comprehensive range of services to help residents reduce, reuse and recycle including kerbside recycling and garden waste collections, a network of recycling banks and two Household Waste Recycling Centres (HWRC). Most recently we have started to build the Allerton Waste Recovery Park, a new waste treatment facility for North Yorkshire and the City of York which will divert waste from landfill and instead use it to generate energy. We have introduced new collection points for vegetable oil recycling at Hazel Court HWRC and have extended the garden waste collection season to allow residents to compost more autumnal garden waste.



Bring along an unwanted vintage-style item and swap it!

VINTAGE Swap Shop

8am -10pm
Trade your item for a token on your way into work

12pm -3pm
Come and Swap your token for another item

Friday 7 March
Snow Room



Current Activity

In 2014/15 the council sent approximately over 350 tonnes of waste to landfill and recycled over 160 tonnes of waste. Our schools sent just over 730 tonnes of waste and recycled 341 tonnes of waste. This generated just under 230 tonnes of CO2e and cost the council just under £85,500. See Annex 1.

Actions for 2016 / 17

We will continue to offer a range of comprehensive services to help the council reduce the amount of waste it sends to landfill and maximise opportunities to reduce, reuse and recycle council waste.

Facilitated city support

We will continue to offer a range of comprehensive services to help residents and businesses reduce the amount of waste they generate.

We will extend the garden waste collection season to the end of November / start December to allow residents to compost more autumnal garden waste. We will work with partners to increase reuse across the city, Consult with residents to replace bag refuse collections with wheeled bins and help residents living in flats, terraced streets and student areas to recycle more through targeted campaigns



Sustainable transport

Reduce the need to travel and encourage employees to use sustainable modes of transport and low emissions vehicles when travelling on our behalf.

This principle aims to reduce the need to travel and encourage employees to use sustainable travel options that are suitable to their needs like walking and cycling, pool bikes and cars and travelling by rail. It also includes continuing our work to accelerate the roll out of ultra low emission fleet vehicles where suitable.

Success to date

City of York Council operates a diverse fleet – in total, there are more than 200 vehicles including heavy goods, light goods, small vans and passenger carrying vehicles.

Over recent years the council as part of the Moving on Up - rethinking travel project and through the hugely successful ITravel programme have been changing the way we travel for work, and getting everyone to consider how they can get from A to B on council business in the most efficient, environmentally-friendly and safest way. For example, we have installed new pool bikes and a new self service pool bike

system at West Offices. The system, which has been funded through the Sustainable Transport service, aims to provide staff with a reliable, environmentally friendly option for local journeys around the city and all bikes are provided with panniers so equipment can be easily transported whilst travelling. Four new style bikes are also located at Hazel Court Eco Depot. We have a growing fleet of electric vehicles and a central pool car scheme which is available to staff travelling around the authority area for business purposes. We also promote walking short distances as a great way to get around the city, its healthy and without the stress of traffic jams or finding a parking space.

The council is always replacing new fleet vehicles with lower emission, fuel efficient vehicles and achieved a 3 star rating in the national EcoStars recognition scheme. We are also the first local authority in the UK to trial a new fuel additive, which could save up to £50,000 a year and significantly reduce toxic emissions from its vehicles. Unipart Rail has selected the council for its pilot scheme which adds DiesoLiFT™ to diesel, a chemical which increases fuel efficiency while also cleaning the engine. This helps to reduce fuel consumption and emissions and the incidence of fuel blockages and vehicle failures which cost us money to repair.

Current Activity

In 2014/15 across our fleet vehicles we used 822,700 litres of fuel (including Diesel, LPG, Gas Oil and Petrol). In addition we travelled over 700,000 car business miles and just over 400,000 rail miles. This in total generated 2300 tCO2 and cost the council over £1.1million. See Annex 1.

Actions for 2016 / 17

Council

We will continue to offer a range of comprehensive services to help staff consider how they can get from A to B on council business in the most efficient, environmentally-friendly and safest way. As part of the new carbon and resource smart management plan that has been developed (see separate document), we will continue to deliver a number of transport related projects including continuing to trial DiesoLiFT™ to increase fuel efficiency and reduce fuel consumption by increasing the use of fuel efficient vehicles, and where cost effective and practical continue to introduce ultra low emission vehicles as part of our normal vehicle replacement process.

Facilitated city support

In our public facing role the council will continue to support the city to encourage sustainable modes of transport across the city. We will continue to deliver the Local Transport Plan 3 and also seek to build on the success of Itravel and as part of the Ultra Low Emission Vehicle (ULEV) Cities funding secured in 2016, we will also deliver low carbon transport hubs across the city to accelerate the roll out of electric vehicles across the city and where possible integrate renewable energy and energy storage into these hubs. We will also continue to help accelerate the roll out of ULEVs across the city's bus and taxi fleets.



Targets and actions

Phase 1 Targets	Monitoring	Indicator	Baseline
To reduce, year on year, carbon dioxide emissions across the estate.	Utility bills, fuel, tonnage	tCO2 (tonnes of CO2)	15,204.43

Phase 1 Actions	Who	Cost	Comments	Deadline
Devise a new internal OnePlanetCouncil Communication Campaign.	Jacqui Warren/ Debbie Manson	Nil		Aug 2016
Water Efficiency / Bill verification				
Potential water rebate on 26 sites due to incorrect billing. This could result in a total refund of up to £20k.	Gary Christie	£ Xv		July 2016
West Bank Park: Installation of urinal controls to control excess water consumption - urinal cisterns. East Parade Gardens: Installation of urinal controls to control excess water consumption - urinal cisterns.	Gary Christie	£ Xv - short-term costs but long-term savings		Dec 2016

Energy Efficiency				
Piccadilly Car Park: Replacement of LED lighting. T12/T8 to LED including new fitting.	Gary Christie	£ Xv		TBC
ECO-Depot: Lighting Upgrade (replacement external floodlighting / work bays / canteen with LED lighting).	Gary Christie	£ Xv		TBC
Various LED lighting projects including the following sites: Libraries Haxby Hall YorCraft Energise Various Schools (See Carbon and Resource Smart Management Plan 2015 - 2019).	Gary Christie	£ Xv		Various 2016/17
Various school energy efficiency projects including insulation, roof repairs, new windows and electricity upgrades (See Carbon and Resource Smart Management Plan 2015 - 2019).	Alison Kelly, Claire McCormick, Jake Wood	£XX / £ Xv		Summer 2016
Explore an energy efficiency retrofit scheme for the redevelopment of Burnholm School.	Phillip Callow	£XX / £ Xv		TBC

Street Lighting			
Various schemes focusing on reducing our carbon footprint and energy bills. This includes conversion of over 6900 street lighting lanterns lights to more energy efficient LED lights.	Derek Grant	£ Xv	March 2017
Fleet Transport			
To reduce fuel use, vehicle wear and risk of accidents using various strategies including consideration of systems that promote appropriate driver behaviour.	Chris Slade	£ Xv	Ongoing
To assess the potential to reduce fuel consumption, emissions and maintenance costs through use of fuel additives or other technologies. Continue current trial of Diesolift fuel additive on a selected number of vehicles.	Chris Slade	£ Xv	Autumn 2016
Continue to strive to reduce overall vehicle fuel consumption through use of more efficient vehicles, through use of electric vehicles where appropriate and decrease the number of vehicles used through efficiency gains in departmental operations.	Chris Slade	£ Xv	Ongoing

Business Travel				
Restructure business travel patterns to reduce GHG emissions and costs by various schemes to encourage the use of trains, buses, electric vehicles and pool cars and bicycles, with tailored support per directorates.	James Williams/Mark Hewlett	£ Xv		
Encourage use of zero carbon & low maintenance cost vehicle.	James Williams/Mark Hewlett	£ Xv		
Introduce new pool bike scheme in West Offices.	James Williams /Mark Hewlett	£ Xv		
Social Housing				
Development of a new Green Business Plan to provide a cohesive framework for planning sustainable improvements to the housing stock.	Nick Ross/Luke Richardson	£ XX		
Energy efficiency retrofits to the Council's Social Housing stock: loft insulation, cavity wall insulation, air source heat pumps, non-traditional refurbishments (walls), doors enhancement, window double glazing, internal wall insulation, installation of A-rated gas boilers and controls upgrade, LED communal lighting, upgrade of central communal boilers, remediation of damp properties (with insulation and boiler ventilation), tenant training programmes on energy efficiency.	Nick Ross/Luke Richardson	£ XX		

Renewable Energy				
Explore options for increasing the amount of solar PV at the ECO-DEPOT.	Gary Christie	£ Xv		Sept 2016
Explore options for Solar PV at Tang Hall School	Gary Christie	£ Xv		Ongoing
Secure approximately £1m of technical support to explore the feasibility and viability of ~ 10 renewable energy schemes across the council estate (and wider city).	Jacqui Warren	£ XX	EU ELENA funding submitted in June 2016	Sept 2016 onwards - 2019
Develop 7 HYPER Hubs – a network of ultra low carbon transport refuelling hubs across York fuelled by solar energy (via solar car ports / canopies / similar).	Derek McCreddie/ Jacqui Warren	£ XX	Secured £800k from OLEV in 2016. Will apply for ERDF low carbon funding in July 2016 for £1m of match funding to support the schemes.	July 2016 - 2018
Part retrofit/part new build scheme for the redevelopment of the Guildhall. Create high/exemplar/innovation in terms of energy efficiency standards and integrated renewable energy i.e. water heat pump/ solar.	David Warburton/ Jacqui Warren	£ XX	Detailed feasibility to be funded through the ELENA bid above (if successful). Exploring options for EU ERDF funding as match for suitable potential renewable energy schemes.	

We have used the following symbols for the cost implications:

£ √ – Saves us money

£ 0 – Cost neutral

£ X – Small cost implication

£ XX – Large cost implication

£ Xv – Small short-term costs but long-term savings

Effective OnePlanetCouncil

This section discusses the steps that the Council will take to ensure it embeds sustainability and the OnePlanetCouncil principles into everything it does (from strategic policies to operational services).

Success to date

The council over the past years has had various policies to embed some of the principles covered by the new OnePlanetCouncil policy, such as an Environment Policy which committed the council to reducing our negative affects on the environment.

It also aimed to increase good environmental practices and to safeguard the local, natural and global environment. We have used Sustainability Impact Assessments on core strategies to embed sustainability into the heart of core policies and programmes. We have also run corporate programmes such as the Carbon Management Programme 2008–2013 to embed better carbon management across the council.

In the absence of a local authority standard sustainability reporting protocol, we have adapted the Carbon Trust's Carbon Management Embedding Matrix which is used across the UK, including here in

the council. It assesses how an organisation has embedded carbon management into its strategic and operational services. We have adapted this carbon management self-assessment matrix and added wider OnePlanetCouncil principles (see Annex 3) This adapted OnePlanetCouncil Embedding Matrix will allow the council to consider the extent to which as an organisation it has embedded the 'One Planet' principles. It considers seven indicative areas and a maximum score 5 is available in each area:

- Corporate strategy
- Programme management
- Responsibility
- Data management
- Communication and training
- Finance and investment
- Policy alignment

Current Activity

Using the adapted OnePlanetCouncil embedding matrix the council's current level of embedding One Planet principles in the heart of everything it does is 17/ 35. With strong performance in areas such as our current corporate strategy and current data management of carbon related indicators.

Actions for 2016 / 17

Council

We will continue to improve and progress our way up the matrix levels to around a score of 20 by March 2017.

Facilitated city support

We will share this approach and best practice across the city's businesses and OPY network. Including the development of a OnePlanetBusiness Action Plan template and basic guide to saving money by becoming an OnePlanetBusiness.

OPC Enabling Projects	Core Objective	2015/16 Baseline Score
Corporate Strategy	I. Embed OPC principles and practices across the estate	3
Programme Management	II. Coordinate actions to maximise efficiency and savings	2
Responsibility	III. Allocate clear OPC responsibilities across the new OPC Board, to govern the OPC Action Plan and maximise new opportunities and efficiency and savings	3
Data Management	IV. Establish a new OPC scorecard and set interim reduction targets (up to 2020) and regularly review progress against targets	3
Communication and Training	V. Raise staff awareness and involvement in corporate carbon and wider OPC actions through increased communications and training	2
Finance and Investment	VI. Specify clear projects and actions needed to meet targets and routinely seek internal and external funding to deliver change	3
Policy Alignment	VII. Through the One Planet York Programme, implement a corporate One Planet Policy that supports delivery of OPC principles into everything the Council does.	1
Total		17/35

Targets and actions

Phase 1 Targets	Monitoring	Indicator	Baseline
Annually progress up the OPC Embedding Matrix and aim to achieve at least level 4 on all 7 strategic themes by 2019/2020	OPC Embedding Matrix Self Assessment	Score between 20 - 25 by April 2017	17

Phase 1 Embedding Actions	Who	Cost	Target Score by 31st March 2017
Corporate Strategy - OPC strategy endorsed by Executive Member, CMT and publicised with staff	Jacqui Warren	£ √ - Saves us money	4
Programme Management - Report progress to new OPC Board (formerly Utilities Board)	Jacqui Warren	£ √ - Saves us money	4
Responsibility - Secure commitment and involvement of all members of the OPC Board and to help act like champions in their services	Jacqui Warren	£ √ - Saves us money	4
Data - Install a new energy and water management system to provide a more comprehensive to ensure all data is available regularly and in one place. Devise indicators and data approach for Phase 2 - Action Plan	Gary Christie/ Jacqui Warren	£ √ - Saves us money	3
Communication and Training - Devise a new internal OnePlanetCouncil Communication Campaign. Roll out the new corporate Integrated Impact Assessment Tool and provide training for staff	Jacqui Warren/ Debbie Manson /Jacqui Warren/Jan Kilmartin/Will Boardman	Nil	4

Finance and Investment - Streamline energy bills	Gary Christie / David Gladders	£ X√	3
Specify clear capital projects and actions needed to meet targets (including renewable energy generation) and allocate more centralised resource for carbon saving projects	Jacqui Warren / David Gladders	£XX	
Identify additional (internal and external) funding opportunities for subsidizing ongoing and future projects	Jacqui Warren and All OPC Board	Nil	
Identify additional (internal and external) funding opportunities for subsidizing ongoing and future projects			
Policy Alignment - OPC Policy and this Action Plan and the Carbon and Resource Smart Management Plan, new council operating model and People Plan all aligned.	Jacqui Warren	Nil	3

We have used the following symbols for the cost implications:

£ √ - Saves us money

£ 0 - Cost neutral

£ X - Small cost implication

£ XX - Large cost implication

£ X√ - Small short-term costs but long-term savings

Annex 1.

10 One Planet York Principles

Draft

Equity & local economy



A high skilled, low poverty, low carbon sustainable economy aided by a high concentration of environmental businesses

Health & happiness



All residents enjoying long, healthy, independent and safe lives

Culture & community



Building confident, inclusive communities and world class centre for culture, education and learning

Zero Carbon



Creating energy efficient buildings, getting most of our energy from renewable sources and ensuring York is climate ready

Zero Waste



Reducing waste, reusing where possible and ultimately sending zero waste to landfill

Sustainable transport



Using sustainable modes of transport and low emission vehicles to transform York into a nationally acclaimed low emission city

Sustainable materials



Using goods from sustainable sources and, where possible, sourcing locally

Sustainable water



Using water efficiently and tackling flooding, drought and water pollution

Local & sustainable food



Developing a thriving local food economy

Land & wildlife



Conserving and enhancing York's landscapes, built and natural environment and wildlife

OnePlanetCouncil Policy principles



Continue to support fair pay across the council and help create a thriving economy.

Through the People Plan, we will remain confident in the fairness of our reward and pay practices.

Where appropriate, services will also support delivery of the city's Economic Strategy (2016) and help create a thriving city with opportunities for residents to get good quality and well paid jobs (Council Plan 2015-2019).



Maximise opportunities to promote health and wellbeing across our organisation and the city. We will promote effective and active employee engagement with wellbeing programmes and proactive support focussing on key health issues for the organisation that are also aligned to the Public Health Strategy.

Services will also support creating a thriving city where residents are encouraged and supported to live healthy lives (Council Plan 2015-2019).



Maximise opportunities to deliver a collaborative, innovative, inclusive and creative culture across the council and create services which help York's residents live, confident, healthy, inclusive lives. Based on the People Plan we will continue to strive to be an organisation that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.

Services will also work to support creating a thriving city where all York's residents live and thrive in a city which allows them to contribute fully to their communities and neighbourhoods (Council Plan 2015-2019).



Create energy efficient buildings, get the most of our energy from renewable sources and ensure York is climate ready. We will minimise energy and water use, make the most out of renewable energy and reduce carbon dioxide emissions from our activities. We will also ensure all our operations and services are climate ready and prepared for current and future changes in our climate.

Services will also help cut the city's carbon emissions and be a leading low emission city (Council Plan 2015 - 2019).



Reduce waste, reusing where possible and ultimately sending zero waste to landfill. We will minimise operational waste that arises across the council through waste reduction, reuse, recycling and recovery measures and ultimately work towards sending zero waste to landfill.

Services will also help increase the percentage of waste recycled across the city (Council Plan 2015 -2019).



Reduce the need to travel and encourage employees to use sustainable modes of transport. Through our travel policies we will promote the use of a range of sustainable modes of transport and low emissions vehicles.

Services will also help improve air quality across the city and continue to offer efficient and affordable transport links enabling residents and businesses to access key services (Council Plan 2015 - 2019)



Use goods from sustainable sources and, where possible, source locally. Where possible we will reduce the environmental impact of all new council owned buildings and the goods and services we procure as an organisation.



Support a thriving local food economy. We will, where possible, use and support local food initiatives within council services and across the city.



Conserve and enhance York's built and natural environment. We will conserve the City's landscapes, built and natural environment and wildlife and actively seek enhancements. We will do this across our estate and the city and also encourage sustainable new developments.

Annex 2.

Carbon Footprint of council including all energy, water, fuel and waste generated in 2014/15

Scope	Activity	Costs	kg CO2e *	kg CO2	kg CH4	kg N2O
Corporate Utility						
Electricity (kWh)	7,197,074.10	820,050.54	3,557,225.84	3,528,221.64	2,375.03	26,557.20
Natural Gas (kWh)***	n.d.	111,948.06	n.d.	n.d.	n.d.	n.d.
Gas Oil (L)	94,384.00	50,707.15	276,145.91	257,337.57	238.75	18,569.59
Water (m3)	95,450.00	230,208.64	32,844.35			
Renewables	n.d.	14,484.40	n.d.	n.d.	n.d.	n.d.
Total		1,227,398.79	3,866,216.10	3,785,559.21	2,613.78	45,126.80
Schools Utility						
Electricity (kWh)	8,849,895.80	1,039,942.49	4,374,149.50	4,338,484.42	2,920.47	32,656.12
Natural Gas (kWh)	n.d.	511,674.00	n.d.	n.d.	n.d.	n.d.
Gas Oil (L)	07,618.00	145,220.32	900,019.63	838,719.16	778.12	60,522.35
Water (m3)	95,980.00	248,524.67	33,026.72			
Renewables	n.d.	94,691.00	n.d.	n.d.	n.d.	n.d.
Total		2,040,052.48	5,307,195.85	5,177,203.58	3,698.59	93,178.46

Street Lighting						
Electricity (kwh)	7,946,915.20	905,686.01	3,927,842.31	3,895,816.24	2,622.48	29,324.12
Fleet Transport						
Diesel (l)	756,039.77	764,244.74	1,967,517.90	1,951,565.46	529.23	15,423.21
LPG (l)	-	-	-	-	-	-
Gas Oil (l)	42,665.80	24,783.35	124,830.33	116,328.12	107.92	8,394.29
Super Unleaded (l)	2,088.73	2,238.69	4,577.24	4,560.32	6.27	10.65
Unleaded (l)	21,914.54	22,331.47	48,023.52	47,846.02	65.74	111.76
Total	822,708.84	813,598.25	2,144,949.00	2,120,299.92	709.16	23,939.92
Business Travel						
Car Distance (mi)	705,044.00	247,549.05	214,938.33	213,610.78	113.47	1,214.08
Rail Distance (mi)	408,054.00	105,236.64	12,013.34	11,942.35	10.14	60.85
Total	1,113,098.00	352,785.69	226,951.67	225,553.12	123.61	1,274.94
Corporate Waste						
Landfill General Waste (t)	352.52		70,151.48			
Recycling (t)	160.32		3,366.72			
Total	512.84	71,099.21	73,518.20			
Schools Waste						
Landfill General Waste (t)	733.42		145,950.58			
Recycling (t)	341.35		7,168.35			
Total	1,074.77	85,438.57	153,118.93			
GRAND TOTAL (kg)		5,496,059.00	15,699,792.05	15,204,432.07	9,767.62	192,844.23
GRAND TOTAL (Tonnes)			15,699.79	15,204.43	9.77	192.84

(Source Carbon and resource Smart Management Plan 2015/16 – 2019/2020)

*Activity = consumption of energy, water, fuel and waste generated. ** CO2e: A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential. *** Excludes gas data (currently unavailable).

Annex 3.

One Planet Council Embedding Matrix and self assessment tool

	Corporate strategy	Programme management	Responsibility	Data management	Communication and training	Finance and investment	Policy alignment
Best 5	<ul style="list-style-type: none"> • Top level OPC targets allocated across organisation 	<ul style="list-style-type: none"> • Executive and CMT review progress against targets • Progress against target published externally 	<ul style="list-style-type: none"> • OPC targets integrated in responsibilities of senior managers • Delivering OPC part of all job descriptions • One Planet advice available to other city partners 	<ul style="list-style-type: none"> • Quarterly collation of CO₂ emissions for all sources • Other OPC data collated quarterly 	<ul style="list-style-type: none"> • All staff given formalised OPC - instruction and training - communications • Joint OPC communications with key partners from One Planet York 	<ul style="list-style-type: none"> • Finance committed for 2+ years of programme • External funding being routinely obtained 	<ul style="list-style-type: none"> • IIA tool used in all projects via All About Projects framework • OPC considerations embedded in all CMT and Executive decision reports
4	<ul style="list-style-type: none"> • OPC commitment in Corporate Strategy with top level targets set (CO₂ reduction energy, water, waste and transport) 	<ul style="list-style-type: none"> • Director of CES reviews progress and removes blockages • Progress against targets routinely reported to all staff 	<ul style="list-style-type: none"> • New OPC Board leading progress with champions across directorates with key delivery responsibility • Cabinet/CMT regularly updated • Staff engaged through new OPC Board 	<ul style="list-style-type: none"> • Annual collation of a basket of OPC indicators including CO₂ emissions for: <ul style="list-style-type: none"> - buildings - street lighting - transport - waste • Data internally reviewed 	<ul style="list-style-type: none"> • All staff given formalised OPC - instruction and training - communications - OPC matters communicated to external customers 	<ul style="list-style-type: none"> • Some centralised resource allocated to OPC projects (other than carbon/resource smart projects) • Some external financing 	<ul style="list-style-type: none"> • IIA used for up to 10 major projects per year • New policy alignment happening on major internal and external policies/strategies

	Corporate strategy	Programme management	Responsibility	Data management	Communication and training	Finance and investment	Policy alignment
3	<ul style="list-style-type: none"> • OPC commitment on corporate strategy • OPC referenced in other strategies 	<ul style="list-style-type: none"> • New OPC Board (formerly Utilities Board) regularly review OPC progress: <ul style="list-style-type: none"> - actions - profiles and targets • New opportunities 	<ul style="list-style-type: none"> • An individual provides full time focus for OPC targets and coordinated action across the council • Senior sponsor actively engaged 	<ul style="list-style-type: none"> • Collation of CO2 emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> • Regular OPC awareness 	<ul style="list-style-type: none"> • Finance for OPC remains ad-hoc but allocated for CO2/resource smart actions • Finance representation on OPC Team 	<ul style="list-style-type: none"> • IIA used on 5-10 major projects • New Policy alignment happening on 2-5 internal/external policies/strategies
2	<ul style="list-style-type: none"> • OPC vision clearly stated and published • New OPC policy adopted • Staff aware of OPC 	<ul style="list-style-type: none"> • Ad hoc reviews of OPC actions progress (mainly focussing on carbon emissions only) 	<ul style="list-style-type: none"> • OPC the responsibility of few department champions 	<ul style="list-style-type: none"> • No OPC or CO2 emissions data compiled • Energy data compiled on an annual basis 	<ul style="list-style-type: none"> • Staff given OPC information on ad-hoc basis 	<ul style="list-style-type: none"> • Ad-hoc financing for just CO2 reduction projects 	<ul style="list-style-type: none"> • IIA used on between 0-3 major projects/policies • New OPC policy adopted
1 Worst	<ul style="list-style-type: none"> • No OPC policy 	<ul style="list-style-type: none"> • No monitoring 	<ul style="list-style-type: none"> • No recognised OPC responsibility 	<ul style="list-style-type: none"> • No monitoring of any OPC data sets 	<ul style="list-style-type: none"> • No communication or training 	<ul style="list-style-type: none"> • No specific funding for any OPC and CO2 reduction projects 	<ul style="list-style-type: none"> • No IIA used • No new policy alignment - only Environment Policy

(Adapted from the Carbon Trust's Embedding Carbon Management Matrix)

Draft



ONE PLANET ACTION PLAN

We're using a One Planet Action Plan to help us live within a fair share of the earth's resources

One Planet Council



If you would like this information in an accessible format (for example in large print, in Braille, on CD or by email) please call **(01904) 551550**

This information can be provided in your own language.

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Chinese (Traditional)

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Carbon and Resource Smart Management Plan -

'Towards a zero carbon, resource smart council'

2015 – 2019





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FOREWORD

TBC

(Written by Councillor Andrew Waller)

Executive Summary

This document outlines how the council will reduce carbon emissions and associated expenditure across its estate. It highlights the drivers for better carbon and resource management (i.e. energy, water and waste) and outlines the vision, aims and objectives of this new Carbon and Resource Smart Management Plan (CRSMP). These include:

- **Enable effective carbon management across the estate**
- **Coordinate actions to maximise efficiency and savings**
- **Allocate clear carbon management responsibilities across the Utilities Board, to govern the CRSMP and maximise efficiency and savings**
- **Establish the Council's carbon and expenditure baseline (for 2014/15), set interim reduction targets (up to 2019) and regularly review progress against targets.**
- **Raise staff awareness and involvement in corporate carbon and wider sustainability actions through increased communications and training**
- **Specify clear capital projects and actions needed to meet targets and routinely seek internal and external funding to deliver change**
- **Through the OnePlanetYork Programme, implement a corporate One Planet Policy that supports carbon management across the Council and embeds it into everything the Council does**

This management plan measures the baseline of our emissions for the financial year 2014 / 15. It outlines how much carbon, energy, water, transport fuel and waste we currently generate and the associated costs. It shows that we generated just over 15,000¹ tonnes of carbon dioxide across our corporate estate and street lighting. When we include the carbon emissions from our social housing stock (over 30,000 tCO₂), our total carbon emissions would be nearer 45,000 tCO₂.

We spent over five million pounds on energy, water, transport fuel and waste, with over 35 percent of our spend relating to corporate utilities (electricity, gas, water, waste).

This new CRSMP lists potential projects that will reduce the carbon emissions arising directly from council activities. It breaks these down into short, medium and long-term projects and includes some existing projects, and some new work aimed at improving buildings energy and water efficiency, increasing renewable energy generation, maximising vehicle efficiency and low emission vehicles, reducing waste and changing behaviours.

Once further work has been undertaken on the medium – long-term projects a new corporate carbon reduction target will be established to deliver savings by March 2019.

¹ Excluding gas consumption (CYC has been unable to obtain gas consumption for 2014/15 from British Gas due to errors on their side)

Existing and ring fenced budgets such as Salix are already established to pay for some of these projects. Other funding such as our capital programme or external funding will be needed to deliver the medium – longer-term projects.

Enabling actions have also been established to ensure we embed carbon, resource smart management practices across the council’s corporate processes. They cover seven broad areas and specific actions and targets have been established to deliver change up to March 2019.

CEMP Enabling Projects	Core Objective	2014/15 & 2015/16 Baseline Score	2019/20 Target Score
Corporate Strategy	I. Enable effective carbon management across the estate	3	4-5
Programme Management Responsibility	II. Coordinate actions to maximise efficiency and savings	2	4-5
	III. Allocate clear carbon management responsibilities across the Utilities Board, to govern the CRSMP and maximise efficiency and savings	3	4-5
Data Management	IV. Establish the Council’s carbon and expenditure baseline (for 2014/15), set interim reduction targets (up to 2020) and regularly review progress against targets. i. Measure the renewable energy generated across the Corporate and Schools’ estate	3	4-5
Communication and Training	V. Raise staff awareness and involvement in corporate carbon and wider sustainability actions through increased communications and training	2	4-5
Finance and Investment	VI. Specify clear capital projects and actions needed to meet targets and routinely seek internal and external funding to deliver change	2.5	4-5
Policy Alignment	VII. Through the One Planet York Programme, implement a corporate One Planet Policy that supports carbon management across the Council and embeds it into everything the Council does	2	4-5
Total		17.5/35	28-35/35
Percentage		50%	80-100%

Progress against this management plan and targets will be monitored by the OnePlanetCouncil Board (formerly the Utilities Board).

Since writing this management plan the council committed to being a OnePlanetCouncil. This plan is an essential element to deliver the council’s commitment to be a OnePlanetCouncil, specifically to work towards the zero carbon, sustainable water, zero waste and sustainable transport ambitions. It will support delivery of the OnePlanetCouncil Policy and has also been adapted and added into Phase 1 - OnePlanetCouncil Action Plan. It will also help show strong leadership across the city and within the emerging OnePlanetYork network.

1. INTRODUCTION

Typically in the UK we are using the resources of three planets when we only have one. This is not sustainable. There is also compelling global consensus and supporting evidence that we need to act now to tackle climate change. We are also seeing rising energy prices and diminishing conventional energy resources. We currently spend over £5 million annually on energy, water and waste disposal, and in light of on-going local government budget constraints, it is imperative that we take action as an organisation.

To address these challenges, City of York Council developed its first Carbon Management Programme (CMP) in 2007/08, to map out a path to a lower carbon council for the following five years. Through this programme, the Council made a commitment to reduce 25% of the total carbon dioxide (CO₂) emitted from the corporate and school's estate by 2013, against the original 2007/08 baseline. A large amount of projects were delivered to meet this target. When compared to the 2007/08 baseline the 2014/15 baseline shows a significant reduction of CO₂ emissions across council activities. Specifically, the corporate and schools' estate emitted 44.6% less CO₂ (12,647 tCO₂) and Social Housing 8.4% less of CO₂ (31,654 tCO₂)*²

Good progress has been made, but the Council is still emitting large amounts of CO₂ annually, and paying more for the energy and resources it uses. There is still more work to do to reduce energy demand, and the associated expenditure and to use other resources smartly like using water more efficiently and reusing and recycling more of our waste. This new Carbon and Resource Smart Management Programme (CRSMP) represents our opportunity to step up our game and reduce the natural resources we use, our environmental impacts and operational costs. Therefore this management plan will build on existing initiatives and develop new projects that look towards 2019 and beyond.

This programme also supports the Council Plan 2015- 2019 ambitions to reduce city-wide carbon emissions and embed sustainability into everything we do. This CRSMP will enable the council to lead by example in tackling climate change and the refresh of the City's Climate Change Action Plan. In addition it will play a key role in delivering the [Executive's](#) commitment to becoming an OnePlanetCouncil, and will be embedded into the OnePlanetCouncil Action Plan – Phase 1. This will also help ensure the city can work towards becoming a 'One Planet' city through the [OnePlanetYork](#) programme.

2. CARBON AND RESOURCE SMART MANAGEMENT PLAN

2.1 Context and Drivers – Environmental Impact

As an organisation we use lots of energy and other natural resources such as water to heat and power our buildings, to get about on council business and to provide our services to the public. All can have a detrimental impact on our natural environment. Much of the energy we use is derived mainly from fossil fuels such as coal, oil and gas. When we burn fossil fuels to generate energy we also create carbon dioxide. There is also global scientific consensus and supporting evidence that the burning of fossil fuels is producing harmful greenhouse

² Please note - The data for 2007/08 baselines were based on the best data sets available at the time. We cannot be certain that they are 100% accurate and comparable with the 2014/15 data sets which are now more robust. The 2014/15 baseline also includes some levels of growth experienced by the organisation, the changing use of the estate and rationalisation of the estate between 2006 – 2014.

gases which are contributing to a [warming of our climate](#), changing our weather patterns and causing more extreme weather events, like flooding and heatwaves.

Nationally and locally there is a number of existing policy drivers aiming to reduce the impact that organisations have on the natural environment. Many of these aim to help tackle climate change, reduce a basket of emissions including carbon, improve energy efficiency, increase renewable energy, sustainable modes of transport, recycling and reuse and build an circular economy (where we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life([Wrap 2016](#))). Table 1 below illustrates some of these.

Table 1. Drivers for carbon management

Climate Change Act 2008
Carbon Reduction Commitment Energy Efficiency Scheme
Water Act 2014
Feed-in Tariffs
Renewable Heat Incentive
Mandatory Display Energy Certificates
Mandatory greenhouse gas emissions from Local Authority own estate and operations
Nottingham Declaration on Climate Change
EC Energy Directive
EU Waste Directive
EU Circular Economy
Friends of the Earth 'Get Serious' Campaign
Council Plan 2015 – 2019
OnePlanetYork
A Climate Change Framework and Action Plan for York
Low Emissions Strategy for York
Joint Municipal Waste Management Strategy
OnePlanetCouncil Policy
OnePlanetCouncil Action Plan

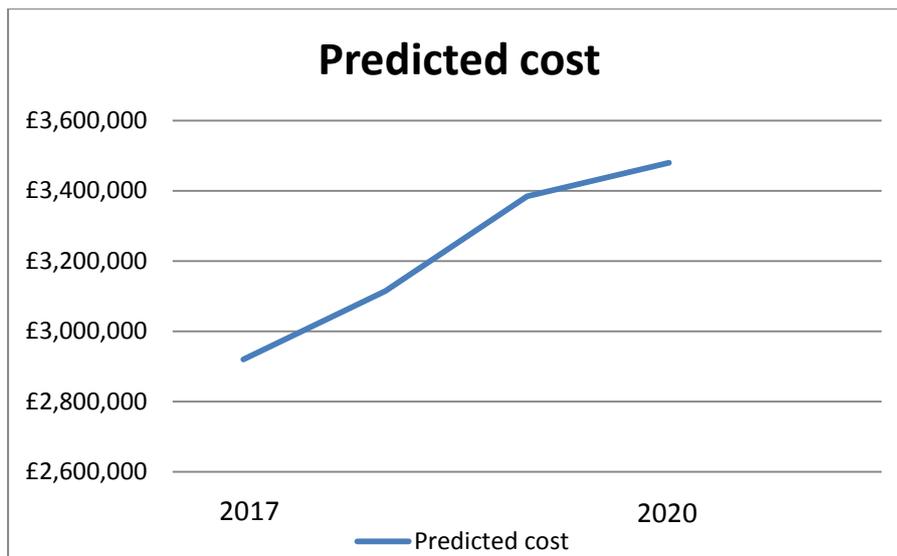
2.1.2 Context and Drivers – Future costs

There is also the potential risk that our energy bills will continue to rise and that the Council may stand to spend a significant quantity of money on its energy bills unless action is taken. If we use energy, water and waste more efficiently we can save our organisation money which could be used to safeguard future services.

According to Yorkshire Purchasing Organisation (YPO), and relating to electricity only, npower forecast that over the next 4 years bill will increase. In 2014/15 we paid £2,765,679 and used 23,992MWh of electricity across our corporate estate, schools and street lighting. nPower predict that if we continued to use the same amount of energy each year over the next 4 years that we could be paying nearer to £3.5 million (or 20 percent more). This also assumes a stable price for the wholesale value of energy and significant increases in planned non-commodity elements such as transmission loses and various levies, tariffs and obligations.

General trends also suggest that gas prices are increasing frequently (YPO 2016).

Figure 1. Forecasted Electricity prices 2017 – 2020



(Source YPO 2016)

According to APSE Energy:

It is inevitable that energy costs will rise and that local authorities are subject to further financial pressures. These will include changes in how local authorities receive their funding, greater local tax raising, reduced grants from central government and restrictions on rental income. By planning ahead, organisations will undoubtedly be better placed to meet these demands and energy is certainly an area where savings can be made and income generated.

If an organisation directs its efforts and investment in towards energy efficiency, alongside wider energy issues and other utilities such as water, waste and transport, it can find a range of savings, positive impacts for the local community and social and environmental benefits.

(APSE Energy 2016)

2.1.3 Context and Drivers – Better coordination

Through enhanced engagement, participation and joint working this plan will ensure coordination of all carbon, resource smart actions. It will also help maximise opportunities to improve efficiency and savings and fully utilise current resources to deliver maximum results.

2.2.1 Vision

To work towards being a zero carbon, resource smart Council

Linked to the aims of the Council Plan and OnePlanetCouncil we will work towards being a zero carbon, resource-smart Council. We will create energy efficient buildings, get the most of our energy from renewable sources and ensure York is climate ready. We will minimise energy and water use, generate, where possible, renewable energy and reduce carbon dioxide emissions linked to range of our activities.

2.2.2 Aims

In line with the Council Plan, progress has been made towards embedding sustainability across the Council; however, more work needs to be done to demonstrate the Council's commitment in becoming a local authority that is carbon and resource smart and pays less for the resources it consumes. This CRSMP represents our opportunity to step up our game and evidence how, through effective carbon management, we can reduce our carbon footprint, cut costs, increase our resource-efficiency and improve our environmental impact. To accomplish this, this CRSMP will identify an accurate and up to date snapshot of the Council's carbon emissions and associated expenditure, and will subsequently develop a detailed action plan that will allow the Council to efficiently manage its resources and energy spend in the forthcoming years.

This CRSMP will aim to:

- I. Reduce carbon emissions and associated expenditure across the council's estate, schools and social housing by maximising energy and water efficiency**
- II. Measure Corporate carbon emissions and related expenditure:**
 - Corporate estate – utility consumption (electricity, natural gas, oil and water)
 - Street Lighting – electricity consumption
 - Fleet Transport – fuel consumption
 - Employee Travel – miles travelled
 - Waste disposal – tonnes of waste disposed
- III. Measure Schools' carbon emissions and related expenditure:**
 - School Buildings – utility consumption (electricity, natural gas, oil and water)
 - Waste disposal – tonnes of waste disposed
- IV. Measure Social Housing's carbon emissions (based on each household's energy performance, i.e. SAP rating)**
- V. Measure the renewable energy generated across the Corporate and Schools' estate**
- VI. Accelerate renewable and low carbon energy generation across the council's estate, schools and social housing**

2.2.3 Objectives

The objectives of the CRSMP are to:

- **Enable effective carbon management across the estate**
- **Coordinate actions to maximise efficiency and savings**
- **Allocate clear carbon management responsibilities across the Utilities Board, to govern the CRSMP and maximise efficiency and savings**
- **Establish the Council's carbon and expenditure baseline (for 2014/15), set interim reduction targets (up to 2020) and regularly review progress against targets.**
- **Raise staff awareness and involvement in corporate carbon and wider sustainability actions through increased communications and training**
- **Specify clear capital projects and actions needed to meet targets and routinely seek internal and external funding to deliver change**
- **Through the One Planet York Programme, implement a corporate One Planet Policy that supports carbon management across the Council and embeds it into everything the Council does**

3. BASELINE

3.1 Scope

The City of York Council generates carbon emissions directly and indirectly from the energy and water we use, when we travel about for work purposes, from the goods and services we provide and the waste we generate. To better understand how the Council can reduce its emissions, related environmental impacts and expenditure, we need to know what we are responsible for emitting. This section examines the Council's 2014/15 carbon baseline (carbon and costs) which is the best available dataset available to the council. (See Appendix A for more information on the methodology used).

The baseline measures the carbon emissions (and other greenhouse gases) from the following areas of council activity:

- Corporate buildings
- Schools
- Street lighting
- Council fleet transport
- Business travel
- Council's organisational waste
- Social housing

3.2 Baseline (2014 – 2015)

The baseline of the council is estimated at:

15,200 tCO₂ from our corporate estate, street lighting and transport fleet (2014/15)

47,353 tCO₂e from our entire estate including social housing (2014/15)

Just under £5.5million on energy and other natural resources (£3,370,568 spent on energy across our corporate estate and £2,125,491 on energy across our schools)

In 2014/15 it is estimated that the council emitted just over 15,200³ tonnes of carbon (tCO₂) across the corporate estate, street lighting, fleet transport and business travel. However, when include a wider set of greenhouse gas emissions and convert these into a carbon dioxide equivalent metric, and include waste and social housing our emissions are estimated to be nearer 47,300 tCO₂e⁴ (10,239 from its corporate estate, 5,460 from Schools and 31,654 from Social Housing). See Annex B for the detailed baseline and methodology.

It is also estimated that the council spent £3,370,568 on energy cross our corporate estate, (including street lighting and transport) and £2,125,491 on energy used across our Schools. See table 1 below.

From all activities carried out across the council (all scopes), energy (including water consumption) was the activity that generated the most carbon emissions and financial expenditure (Table 1a and 1b).

Table 2a. Total costs (£), carbon and tCO₂e emitted across all council activity

³Excluding gas consumption (CYC has been unable to obtain gas consumption for 2014/15 from British Gas due to errors on their side)

⁴ **CO₂e**: A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential.

Scope	Costs (£)	kg CO2	kg CO2e **
Corporate Utility *	1,227,398.79	3,785,559.21	3,866,216.10
Schools Utility	2,040,052.48	5,177,203.58	5,307,195.85
Street Lighting	905,686.01	3,895,816.24	3,927,842.31
Fleet Transport	813,598.25	2,120,299.92	2,144,949.00
Business Travel	352,785.69	225,553.12	226,951.67
Corporate Waste	71,099.21		73,518.20
Schools Waste and recycling	85,438.57		153,118.93
GRAND TOTAL ***	5,496,059.00	15,204,432.07	15,699,792.05
Tonnes		15,204.43	15,699.79

* Excludes gas data (currently unavailable). ** CO₂e: A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential. *** excludes social housing.

2.b Wider estate carbon emissions including social housing and expressed as Carbon Dioxide equivalents (** above)

Emission Type	Scope	tCO ₂ e	Proportion (%)	Costs	Proportion (%)
Direct Corporate Emissions	Corporate Utility *	3,866.2	8.2	1,227,398.8	22.3
	Street Lighting	3,927.8	8.3	905,686.0	16.5
	Fleet Transport	2,144.9	4.5	813,598.3	14.8
	Business Travel	227.0	0.5	352,785.7	6.4
	Corporate Waste	73.5	0.2	71,099.2	1.3
Indirect Emissions	Schools Utility *	5,307.2	11.2	2,040,052.5	37.1
	Schools Waste	153.1	0.3	85,438.6	1.6
	Social Housing Energy**	31,653.5	66.8	-	-
	Grand Total	47,353.3		5,496,059.0	

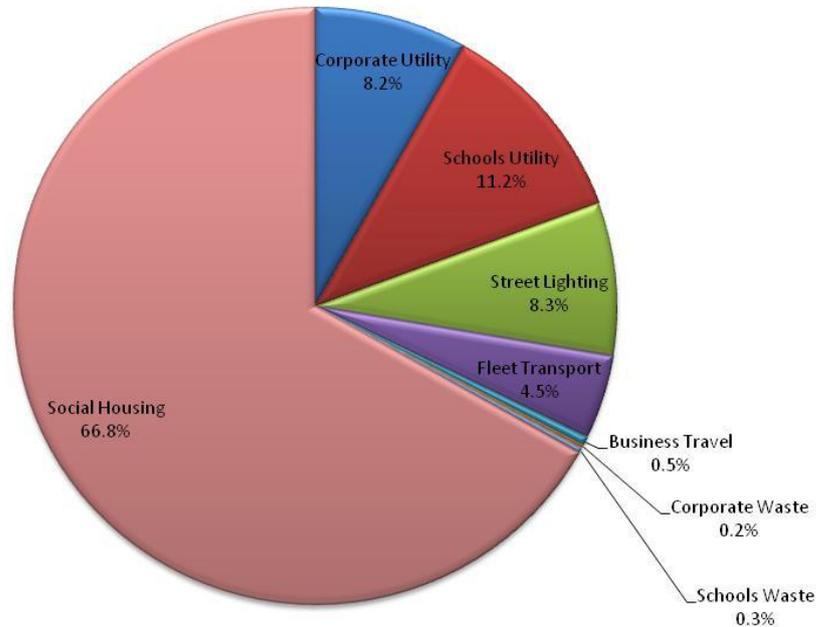
* Corporate and Schools' Energy data does not include emissions from natural gas consumption (as the data was not available) but does include costs (Appendix A).

** Social Housing's energy costs are not included as the tenants (and not the Council) record/pay their own energy bills (Appendix A).

The largest proportion of carbon emissions came from the energy used across our Social Housing estate (66.8%), followed by Schools energy consumption (11.2%), Street Lighting's electricity consumption (8.3%) and Corporate energy consumption (8.2%). See Figure 2 and Annex B for the detailed baseline.

Figure 2. Carbon Emissions – All Scopes

Carbon Emissions – All Scopes

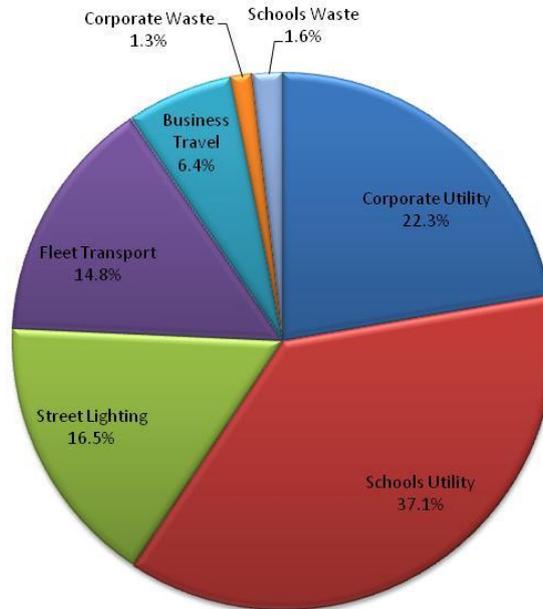


Financial expenditure

It is estimated that the council spent just under £5.5m in 2014/15 on energy, water, waste disposal and fuel. The greatest financial expenditure came from Schools' energy consumption (37.1%), followed by Corporate energy consumption (22.3%) and then by Street Lighting's electricity consumption (16.5%). See Figure 3. Please note we do not pay the energy bills of our social housing stock, hence they are excluded from this summary.

Figure 3. Corporate and Schools Costs

Costs - Corporate & Schools



Corporate Estate

During 2014/15, the Council's corporate estate was responsible for emitting 10,239 tCO₂e and spent £3,370,568 on the energy used across it. Street Lighting emitted the most carbon across the corporate estate (38.4%) followed closely by Corporate buildings (37.8%) Fleet Travel (20.9%), Business Travel (2.2%) and Corporate Waste (0.7%). See Figure 4.

The largest financial expenditure came from Corporate Energy (36%) and Street Lighting (27%), followed by Fleet Travel (24%), Business Travel (11%), and Corporate Waste (1%). See Figure 5.



Figure 4. Corporate Carbon Emissions

Corporate Carbon Emissions

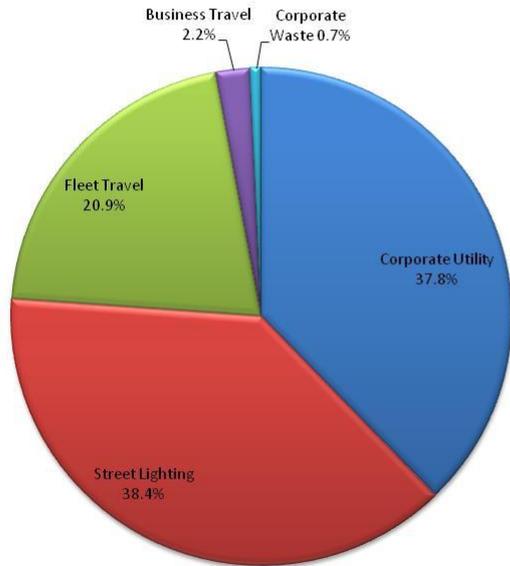
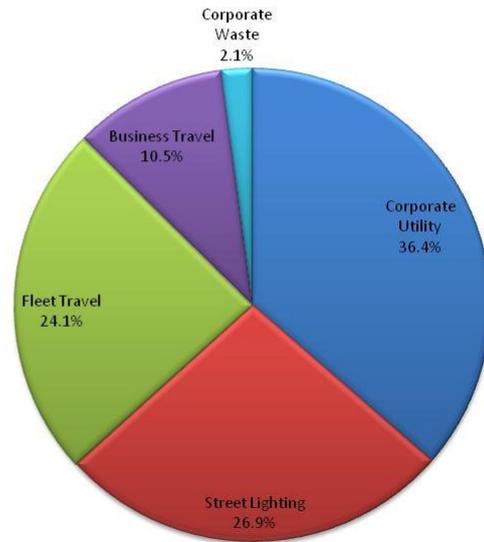


Figure 5. Corporate Cost

Corporate Costs



Renewables

Renewable energy can greatly reduce our reliance on fossil fuelled energy sources, can generate income for the council and can reduce our energy bills by enabling us to generate our own clean, free energy. It is estimated that the annual amount of renewable energy generated across the corporate and schools’ estate is 1,574,648 kWh and 1,330,600 kWh respectively. To put this into context the city uses 2,574 GWh/yr of energy a year (amec 2014) and the city generates around 40.5 GWh/yr or 1.6% of total existing energy demand (amec 2014) from renewable energy sources.

As mentioned in Appendix A, the portfolio for renewables is not complete, but it is expected that as the CRSMP progresses, the quality of the data will improve in the following years (see section 6 for the recommendations proposed).

4. CARBON SAVING TARGETS AND PROJECTS

4.1 Targets

The aim of this CRSMP is to reduce carbon emissions and associated expenditure across the council.

A wide range of initiatives have been undertaken across the council since the previous carbon management programme. These included the replacement of illuminated bollards with retro-reflective ones to reduce energy consumption and maintenance costs in street lighting, various renewable energy schemes including 208 solar panels installed on West Offices, loft insulation, LED lighting, upgrades of boilers and energy management controls across schools and offices. See Appendix C for details.

This new CRSMP continues this work and identifies ongoing and new projects to deliver carbon savings between 2015 – 2019. These actions form the foundation upon which the carbon and financial reduction targets are to be set.

Through consultation with the Utilities Board and due to a lack of fully developed data on the proposed projects, a carbon saving target for the whole programme is yet to be set. We will review these projects and develop them further before setting a target within 1- 2 years of the programme commencing.

4.2 Projects

Table 2 lists the proposed carbon saving projects according to their implementation date (see Appendix C for more details on the projects). A summary is provided below in table 2.

Table 3. Types of Carbon Saving Projects – Summary

Types of Carbon Saving Projects	Description	Total annual carbon savings (tCO ₂)	Total annual costs savings (£)
Ongoing / Short-Term	Projects implemented throughout 2014/15 - 2016/17.	1,294.1 TBC	75,262.8 TBC
Medium-Term	Projects to be implemented throughout 2017/18 and 2018/19.	276.6 TBC	38,314 TBC
Long-Term	Projects to be implemented from 2019/20 onwards.	TBC	TBC
Totals		1,570.7 TBC	113,576.8 TBC



Currently Table 2 does not reflect all of the potential carbon and financial savings from the proposed/developed projects. This is because many of the schemes are in their initial planning and approval stages and therefore do not have, at this moment, concrete implementation plans/specifications. Whereas other projects are waiting to finalise trials in order to get quantifiable savings from a whole financial year. Nevertheless this programme (as explained in section 6) will be updated continuously and will therefore reflect any changes/new information accordingly.

4.3 Ongoing Short-Term Projects (April 2014 – March 2017)

The carbon saving projects to be implemented throughout the short-term period relate to energy and transport efficiency and the period 1st April 2014 – 31st March 2017. They include an audit on water and wastewater expenditure, upgrade of boilers and energy management controls, installation of LED lighting, refurbishments, tenant energy efficiency awareness programmes, as well as switching Street Lighting's billing system from dynamic to half-hourly billing (to increase billing accuracy). The transport projects include the Travel Management Unit's Council Fleet work (to improve driving behaviour and fuel efficiency), the addition of a special fuel trails (to decrease fuel consumption and engine maintenance costs), and the restructuring of the Business Travel patterns (Table 3).

Table 4.1 Ongoing Short-Term Projects – Corporate Utility (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Corporate Utility	Improve water efficiency	West Bank Park: Installation of urinal controls to control excess water consumption - urinal cisterns. Cost £190+vat, estimated annual savings £649.91 - Schneider water efficiency audit	GC	2016/17
		East Parade Gardens: Installation of urinal controls to control excess water consumption - urinal cisterns. Cost £190+vat, estimated annual savings £649.91 - Schneider water efficiency audit		2016/17
	Financial savings (water bill)	Potential water rebate on 26 sites due to incorrect billing, This could result in a total refund of up to £20k. Subject to CYC demonstrating that rainwater from their property does not enter a public sewer / that site areas are smaller than Yorkshire Water records - Schneider water efficiency audit		TBC
	Improve lighting levels and energy efficiency	Piccadilly Car Park: Replacement of LED lighting. T12/T8 to LED including new fitting, loan £68,509.08. Savings: £13,633.92/year, 113,616 kWh/year, 52.5 tCO ₂ e/year. Payback 5 years - Salix fund		Committed 09/02/2015
		ECO-Depot: Lighting Upgrade (replacement external floodlighting / work bays / canteen with LED lighting), project cost £ 58,870, loan £67,700.5, savings: £14,938.2/year, 124,485 kWh/year, 57.5 tCO ₂ e/year, payback 4.5 years - Salix fund		Subject to approval
Glen Lodge: LED lighting, loan £19,368.84. Savings: £6,596.7/year, 65,967 kWh/year, 30.5 tCO ₂ e/year. Payback 2.9 years - Salix fund				
Libraries: LED lighting, loan £23,813.37. Savings: £4,219.56/year, 35,163kWh/year, 16.3tCO ₂ e/year. Payback 5.6 years - Salix fund				
Haxby Hall: LED lighting, loan £28,644.9. Savings: £5,047.8/year, 42,065 kWh/year, 19.4 tCO ₂ e/year. Payback 5.7 years - Salix fund				
		Yorkcraft: Lighting Upgrade. Loan £10,297.02. Savings: £2,289.84/year, 19,082 kWh/year, 8.8 tCO ₂ e/year. Payback 4.5 years - Salix fund		
		Energise Sports Swimming Pool: Change Flood lighting to LED. Loan £21,925.05. Savings: £4,763.4/year, 39,695kWh/year, 18.3tCO ₂ e/year. Payback 4.6 years - Salix fund		
		Community Equipment Loan Store: Change Flood lighting to LED. Loan £19,317.19. Savings: £4,493.16/year, 37,443kWh/year, 17.3tCO ₂ e/year. Payback 4.3 years - Salix fund		
	Improve energy efficiency	Burnholme Community Hub Redevelopment Project. Improve the overall energy efficiency of the building.	LR2	Ongoing
	Generate renewable energy	Through the Leeds City Region, apply for EU ELENA technical support to help develop approx. 10 - 15 feasible and viable low carbon projects across our estate and the wider city.	JW	2016/17

Table 4.2 Ongoing Short-Term Projects – Schools Utility (Salix Projects) (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Schools Utility	Improve lighting levels and energy efficiency	Huntington School: Replacement halogen lighting with LED. Loan £13,800. Savings: £2,402.79/year, 18,483kWh/year, 8.5 tCO2e/year. Payback 5.7 years - Salix fund	GC	Committed 30/01/2015
	Improve energy efficiency	Osballdwick School: Heating, loan £3,188.66. Savings: £634.47/year, 14,824 kWh/year, 6.9tCO2e/year. Payback 5 years - Salix fund		
		St Lawrence CE Primary School: Building Management Systems, loan £8,096, £1,685.55 annual savings, 38,308 kWh saved/year, 17.7tCO2e/year. Payback 4.8 years - Salix fund		
		Hempland Primary School: LED lighting. Loan £15,834.07. Savings: £3,250.3/year, 32,503kWh/year, 15tCO2e/year. Payback 4.9 years - Salix fund		
Improve comfort level, building fabric and energy efficiency		Westfield Primary Community School: Insulation - Building Fabric. Loan £14,943.96. Savings: £3,064.92/year, 51,082kWh/year, 23.6tCO2e/year. Payback 4.9 years - Salix fund		Subject to approval
		Headlands School: Insulation - Building Fabric. Loan £4,837.48. Savings: £1,211.1/year, 34,603kWh/year, 16tCO2e/year. Payback 2.8 years - Salix fund		
		Clifton Green Primary School: Insulation - Building Fabric. Loan £5,988.18. Savings: £1,590/year, 30,000kWh/year, 13.9tCO2e/year. Payback 3.8 years - Salix fund		
		Tang Hall Primary School: Insulation - Building Fabric. Loan £22,492.8, Savings: £4,141.27/year, 125,493 kWh/year, 58tCO2e/year. Payback 5.4 years - Salix fund		

Table 4.3 Ongoing Short-Term Projects – Schools Utility (Other Maintenance Projects) (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Schools Utility	Improve energy efficiency	Huntington Secondary: Replaced old biology block with a new modernised block	AK	Completed 2014/15
		Burton Green Primary: Roof repairs	CM	
		Canon Lee Secondary: Roof repair		
		Danesgate Community: Replacement TCU, roof and window repair	AK	
		Copmanthorpe Primary: Rewire		
		Fulford Secondary: Window replacement		
		Huntington Secondary: Science Labs		
		Millthorpe Secondary: Roof repairs phase 1		
		Millthorpe Secondary: Windows		
		Stockton on the Forest Primary: Windows		
		Yearsley Grove Primary: Rewire		
		York High: Roof repairs phase 1		
Tang Hall Primary: Rewire / DB replacement				

Table 4.4 Ongoing Short-Term Projects – Street Lighting (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead	Timescales
Street Lighting	Reduce energy consumption/costs, reduce maintenance costs	Conversion of street lighting lanterns from 35w sox to 25w LED. Cost: ~£200,000, savings: 252,150 kWh/year, 116.5 tCO2e/year, £25,215/year, payback <8 years.	DG, LD	Completed Oct 2014 - Feb 2015
		Conversion of 6,900 street lighting lanterns (predominately in residential areas across the city, 50-60% reduction in street lighting between midnight and 6am, and up to 75% reduction in arterial roads). Cost: £1.7 million, Savings: 1,725,259.5 kWh/year, 797.4tCO2e/year, £203,302/year (after installs), payback 8.5 years.		Ongoing - end March 2016
	Increase financial savings and billing accuracy	Installation of a Photo-Electric Cell Unit (on the Eco Depot's rooftop) to accurately assess and monitor the streetlight's switching times. This unit has allowed Street Lighting to go from passive billing to dynamic half-hourly billing. (Savings to be estimated by April 2016)		Apr-15
	Reduce energy consumption and maintenance costs	Bollards De-Illumination: Replacement of illuminated bollards with LED and retro-reflective bollards.		TBC - subject to HSE risk

Table 4.5 Ongoing Short-Term Projects – Fleet Transport (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Fleet Transport	Reduce fuel use, vehicle wear and risks of accidents	Trials carried out to test the efficiency of two Travel Management Units: Lightfoot and Green Road. If successful, the chosen TMU will be installed into the Civil&Highways, Building Maintenance and Waste Services vehicles. Estimated fuel savings: approx. 10-12%	CS	Ongoing
	Reduce fuel consumption, emissions and maintenance costs	Trial (with Unipart Rail) to test the efficiency of Diesel additive on 34 vehicles at Hazel Court. The additive increases diesel combustion efficiency, safely cleans the engine, mitigates water contamination issues, fuel blockages and vehicle failures. Additive costs: 1p/litre. It is estimated to save between 3-5% of fuel consumption and costs.		Dec 2015 - Jun 2016
	Reduce atmospheric pollution (Nox emissions) and costs	Purchase of fuel in bulk. Addition of Adblue into the fuel mixture to convert harmful nitrogen oxides, from the exhaust of diesel vehicles, into harmless nitrogen and steam.		Ongoing
	Reduce fuel consumption and costs	Reduced fuel consumption due to the increased use of efficient vehicles and decreased use of total number of vehicles used throughout various departments in the Council. Recorded savings (period 10 2015/16): 17,706L, £114,428.		Ongoing

Table 4.6 Ongoing Short-Term Projects – Business Travel (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Business Travel	Restructure business travel patterns to reduce GHG emissions and costs	Reduction in the number of fuel allowances given to staff for travelling on taxi and private cars; and encourage the increase usage of train, bus, hire cars and bicycles.	MH, JW3	18/04/2016
	Encourage use of zero carbon & low maintenance cost vehicle	Introduction of a pool bike scheme in West Offices.		Ongoing

Table 4.7 Ongoing Short-Term Projects – Social Housing (April 2014 – March 2017)

Scope	Core Objective	Project Description	Lead Officer	Timescales
Social Housing	Reduce fuel poverty and improve households' energy efficiency	Energy efficiency retrofits to the Council's Social Housing stock: loft insulation, cavity wall insulation, air source heat pumps, non-traditional refurbishments (walls), doors enhancement, window double glazing, internal wall insulation, installation of A-rated gas boilers and controls upgrade, LED communal lighting, upgrade of central communal boilers, remediation of damp properties (with insulation and boiler ventilation), tenant training programmes on energy efficiency.	NR, LR	Ongoing
	Enable Carbon Management	Development of a new Green Business Plan to provide a cohesive framework for planning sustainable improvements to the housing stock.		2016/17

4.4 Medium-Term Projects (April 2017 – March 2018)

Between 2017/18 and 2018/19, the Council to date has plans relating to fleet transport including the purchase of transport fuel in bulk (to save costs) and schemes to potentially reduce fuel consumption, emissions and maintenance costs through use of fuel additives or other technologies. The Business Travel Management Unit is planning to replace existing pool cars with electrically-powered cars that will be charged with renewable energy (from a PV installed at Hazel Court) (Table 4). Plans also include estate carbon saving projects including the Burnholme redevelopment project and possible ECO-Depot improvement scheme.

Table 5. Medium-Term Carbon Saving Projects (April 2017 – March 2018)

Scope	Core Objective	Project Description	Lead Officer
Corporate Utility	Financial savings (water bill)	Water deregulation competition (between suppliers) - lead by the YPO.	GC
Corporate Utility	Improve energy efficiency and generate renewable energy	Retrofit programme for improving the energy efficiency of the surrounding buildings at York ECO-DEPOT and explore additional solar PV. Estimated CAPEX: 50,000.	GC
Street Lighting	Reduce energy consumption/costs, reduce maintenance/routine lamp changes costs	1,050 LED lighting conversions. Costs: £388,272, Savings: 598,395kWh/year, 276.6 tCO ₂ e/year, £38,314/year, payback 10 years.	DG, LD
Business Travel	Generate renewable energy and reduce fuel consumption	Replacement of existing pool cars with EV charged with electricity from the national grid.	MH, JW3

4.5 Long-Term Carbon Saving Projects (Post April 2018)

The long-term projects proposed involve improvements to the energy efficiency of the corporate estate (taking into account the changing operational models of the council and estate) and the wider city's assets such as community assets and schools. They also include projects to integrate renewable energy technologies across our estate and the city's growing electric vehicle charging infrastructure. All are currently subject to further work and securing funding.

Table 6. Long-term carbon saving projects (Post April 2018)

Scope	Core Objective	Project Description	Lead Officer
Corporate Utility	Improve energy efficiency and generate renewable energy	Deliver a pipeline of low carbon projects based on the Energy Accelerator funding from ELENA (subject to approval 2016)	JW
		Retrofit, refurb and possible integration of renewable energy in 10-12 locations in the city of York.	GC
Schools Utility	Improve energy efficiency and generate renewable energy	Build on Salix scheme to accelerate energy efficiency and solar schemes on Schools across York. Estimated	JW2
Fleet Travel	Improve air quality/reduce vehicle emissions	Introduction of electric vehicles as part of normal vehicle replacements where cost effective and practical.	CS
Business Travel	Zero carbon vehicles	Charge EVs with renewable energy generated from the Council estate.	MH, JW
Renewable Energy	Improve energy efficiency, generate renewable energy and reduce fuel consumption	Integration of renewable energy in the built environment - development of 7 HYPER hubs with, where viable, solar PV to power the charging Electric buses / fleet / cars.	DM JW
		Apply for EU ERDF funding to support the development of 7 HYPER hubs with solar PV and energy storage	DM JW
		Electric buses using ultra fast terminal charging systems (to enable all day running). 2 full electric Park and Ride sites in York plus retrofitted City Sightseeing electric bus plus University route representing 11% of bus movements in York. Ambition to take this to 80% of bus movements.	DM
		Part retrofit / part new build at The Guildhall. Creating high / exemplar / innovation in terms of energy efficiency standards and integrated renewable energy i.e. water heat pump / solar.	DW



5. EFFECTIVE CARBON MANAGEMENT AND ENABLING PROJECTS

This section discusses the steps that the Council will take to ensure that carbon and energy management becomes a core consideration in all corporate function from strategic to operational levels. It will also enable the council to rapidly be in a position to set quantifiable carbon targets.

In the absence of a local authority standard reporting tool, we have chosen to use the Carbon Trust's carbon management self-assessment matrix (Appendix D). This considers the extent to which an organisation has embedded carbon management, through seven indicative areas:

- Corporate strategy
- Programme management
- Responsibility
- Data management
- Communication and training
- Finance and investment
- Policy alignment

A maximum score of 5 is achievable in each area with 0 scoring worst performance and 5 best. We have carried out a self-assessment of how the council currently scores against this matrix. The score is set out below in Table 6. We have also set some targets to reach (for the short, medium and long-term) to demonstrate how we will improve carbon management across the estate (see Tables 7, 8 and 9). It is hoped that the new approach will enable the Council to further progress against this matrix over the coming years, enabling a score of between 4 - 5 to be achieved for all areas (where feasible and subject to resources).

Table 7. Qualitative Assessment Summary

CEMP Enabling Projects	Core Objective	2014/15 & 2015/16 Baseline Score	2019/20 Target Score
Corporate Strategy	I. Enable effective carbon management across the estate	3	4-5
Programme Management	II. Coordinate actions to maximise efficiency and savings	2	4-5
Responsibility	III. Allocate clear carbon management responsibilities across the Utilities Board, to govern the CRSMP and maximise efficiency and savings	3	4-5
Data Management	IV. Establish the Council's carbon and expenditure baseline (for 2014/15), set interim reduction targets (up to 2020) and regularly review progress against targets. i. Measure the renewable energy generated across the Corporate and Schools' estate	3	4-5
Communication and Training	V. Raise staff awareness and involvement in corporate carbon and wider sustainability actions through increased communications and training	2	4-5
Finance and Investment	VI. Specify clear capital projects and actions needed to meet targets and routinely seek internal and external funding to deliver change	2.5	4-5
Policy Alignment	VII. Through the One Planet York Programme, implement a corporate One Planet Policy that supports carbon management across the Council and embeds it into everything the Council does	2	4-5
Total		17.5/35	28-35/35
Percentage		50%	80-100%



In line with the Carbon Trust's carbon management standards, the following section sets out how we are currently performing and how we will create effective carbon management across the council (including energy, water, transport fuel and waste):

6.1 Corporate Strategy

Our aim is to embed carbon management within the Council.

Through the self-assessment matrix we currently scored 3/5 because we already made a commitment, in the Climate Change Action Plan (2010) and in the Council Plan (2015), to embed sustainability across the organisation and to reduce carbon emissions. Through this CRSMP, we will work towards a score of 4-5 (by 2019) by setting top level reduction targets and annually reviewing this management plan.

6.2 Programme Management

For this programme to be successful and maximise efficiencies and savings, it is essential to coordinate all carbon and resource management activity across the Council.

Through the self-assessment matrix assessment, programme management is one of the weakest areas, scoring 2/5. Even though the Council has established a Utilities Board to oversee and drive forward the CRSMP, reviews of carbon management are done on an ad-hoc basis. To address this and to coordinate the delivery of corporate carbon and financial savings by the end of 2019/20 (and raise the score to 4-5), the Utilities Board will meet no less than between two to four times a year to review progress against targets, identify areas for improvement and adapt this management plan and remove blockages. As a result of this coordinated approach, we are aiming to annually publish (from 2016/17) the Council's progress towards delivering this CRSMP.

6.3 Responsibility

There are already some responsibilities for carbon management across a number of departments, but the Council acknowledges that for embedding carbon management into the organisation, it is important to engage with all the staff and through a network of champions, the members of the Utilities Board. The score for this section is currently 3 as there is an individual that provides full time focus for carbon reduction and coordination across the Council (Sustainability Officer), a Senior Sponsor actively engaged in the process (Head of Planning and Environmental Management and Chair of the Utilities Board), as well as 22 other members involved through the Utilities Board (Appendix D). Nevertheless, staff involvement needs to be increased to further support the delivery of this CRSMP and attain a score of 4-5 by 2019. To achieve this, we are aiming to: integrate carbon management responsibilities into all service areas (including the Directorate's Service Plan), strengthen our Champion Network by widening it across all areas of the Council, as well as reinforce availability of our central carbon-reduction advice. This work will deliver the council's commitment to be an OnePlanetCouncil, specifically the zero carbon ambitions. It will also help show strong leadership across the city and within the emerging OnePlanetYork network.

6.4 Data Management



The main objective of this CRSMP is to measure and manage the carbon (and other GHG's where possible) that the Council is responsible for emitting, to set reduction targets up to 2020 (against a 2014/15 baseline) and to monitor progress towards targets regularly. To successfully achieve this, data needs to be reliable as the outcome and quality of this programme depends in part on how well the data is managed. The baseline score given for this section was 3 /5 on the self assessment matrix. This was mainly due to the fact that the Council was collating carbon emissions for a limited scope (i.e. data compiled excluded water consumption, renewable energy generation, landfill waste disposal, etc.), some of the data was of poor quality (incomplete or estimated) or even absent (i.e. no gas consumption data). Despite this, we believe that the work carried out through this CRSMP and the recommendations proposed, already represent an effort towards improving data management. Therefore by 2019, we aim to improve data quality by creating a complete and up-to-date energy portfolio (that systematically records activity and costs data into an online portal/database), continuously keep track of progress against targets (on a project log) to annually publicise the results, and (more importantly) verify the quality of the data externally. Additionally we aim to continue to update the Display Energy Certificates and Annual Reports (for buildings >1000m²), and generate new ones for all corporate buildings with floor area between 250-999m² that are visited by the public (as per new legislation).

Given that the quality of the data requires more work, and the fact that we have incomplete information on the proposed carbon saving projects', we can not set realistic carbon reduction targets yet. Nevertheless, we hope that with the recommendations proposed in this section, we will be able to set reduction targets and monitor progress against these by 2016/17 and work towards reaching level 4-5 of the carbon trust's effective carbon management matrix by 2019/20.

6.5 Communication and Training

The Council's core objective for this section is to create a commitment to publicly report progress towards delivering the programme annually, celebrate success and work carried out across teams and to empower and increase staff involvement, all under the banner of the new OnePlanetCouncil programme and associated OnePlanetCouncil Communication Plan.

This section received scored 2 on the assessment matrix as currently staff are given carbon management information on an ad-hoc basis and there is no formal communications programme to increase staff and public's awareness of the Council's carbon related work. To improve the score to 4-5 by 2019, we are planning to regularly publish the Council's progress towards targets (on a quarterly basis through internal communications, staff suggestion schemes, newsletters and on an annual basis through progress reports), give staff (as part of their induction) sustainability and carbon training, and assess staff awareness and sustainability culture through surveys (to identify areas for improvement). This work will also align and be delivered in part through the new OnePlanetCouncil work programme and associated OnePlanetCouncil Communication Plan.

6.6 Finance and Investment

To meet the future targets imposed, it is essential to specify clear capital projects and actions needed to meet targets, and to routinely obtain internal and external funding.

The baseline score obtained for this section was 2.5/5 because even though there is a couple of ring-fenced funds available for financing projects related to energy efficiency and renewable energy, financing for corporate carbon reduction projects (for all scopes) still remains ad-hoc and siloed across teams. To increase this score to 4-5 by 2019, we will need to coordinate actions and secure funding for a range of carbon reduction initiatives and routinely obtain external funding to achieve them. (See Appendix D for possible sources of funding).

6.7 Policy Alignment

Through the self-assessment matrix assessment, policy alignment scored 2/ 5. This was because currently the Council is drafting a Corporate OnePlanetCouncil policy to support, in part, carbon management across the Council. To raise the score to 4-5, we are planning to publish this Policy in 2016. It will enhance the Council's commitment to tackling climate change, embedding sustainability into all working procedures and into the organizational culture of the Council, and increase staff's awareness and involvement in sustainability matters. To ensure that this policy is being correctly implemented, we plan to continuously review the CRSMP and ensure that all actions are aligned to it. This work will also align and be delivered in part through the new OnePlanetCouncil work programme.

To demonstrate how we are going to achieve a score of 4-5 in all areas of the carbon trust's embedding matrix by 2019 (Table D1), the following section draws out (from Table D2) the main actions that need to be implemented during the short, medium. Long-term actions will be developed post 17/18 of this programme:

Table 8. CRSMP Enabling Projects – Ongoing / Short-Term (2014/15 – 2016/17)

CEMP Enabling Projects	Description	Lead Officer	2016/17 Target Score
Corporate Strategy	<ul style="list-style-type: none"> CRMP endorsed and publicised with staff 	JW	4
Programme Management	<ul style="list-style-type: none"> Report progress of CRSMP to the Utilities Board (quarterly) 	JW	4
Responsibility	<ul style="list-style-type: none"> Reinforce commitment and involvement of all members of the Utilities Board Integrate carbon management in the responsibilities of most Service Areas to enhance staff engagement 	JW	3.5
Data Management	<ul style="list-style-type: none"> Create a complete and up-to-date corporate and schools energy portfolio 	GC	3

	<ul style="list-style-type: none"> ○ Complete renewable energy portfolio ● Update the status of the carbon-saving projects and monitor progress towards targets (quarterly) ● Develop longer term management system to ensure energy efficiency and carbon reduction <ul style="list-style-type: none"> ○ Update the DEC's and ARs (buildings >1000m²) ○ Generate DEC's & ARs for all corporate buildings with floor area between 250m² - 999m² that are visited by the public, as per new legislation ● Work with npower to finish rolling out the smart meters installs on all corporate buildings 	JW	
	<ul style="list-style-type: none"> ○ Update the DEC's and ARs (buildings >1000m²) ○ Generate DEC's & ARs for all corporate buildings with floor area between 250m² - 999m² that are visited by the public, as per new legislation 	GC	
Communication and Training	<ul style="list-style-type: none"> ● Publish (internally and externally) the new CRSMP once it is endorsed by the Utilities Board ● Meet with officers across the Council to discuss progress made against targets and CRSMP recommendations, and identify opportunities for improvement (quarterly) 	JW	3.5
Finance and Investment	<ul style="list-style-type: none"> ● Streamline energy bills ● Specify clear capital projects and actions needed to meet targets (including renewable energy generation) and allocate more centralised resource for carbon saving projects ● Identify additional (internal and external) funding opportunities for subsidizing ongoing and future carbon-saving projects (quarterly) 	JW & DG	3
Policy Alignment	<ul style="list-style-type: none"> ● OnePlanetCouncil Policy and CRSMP adopted and implemented by Council departments ● Comprehensive review of CRSMP and Utilities Board to identify and remove barriers to GHG reduction (annually) 	JW	3.5
		All Utilities Board	
		All Utilities Board	

Table 9. CRSMP Enabling Projects – Medium-Term (2017/18 – 2018/19)

CEMP Enabling Projects	Description	Lead Officer	2018/19 Target Score
Corporate Strategy	<ul style="list-style-type: none"> Carry out the annual review of progress against targets 	JW	4-5
Programme Management	<ul style="list-style-type: none"> Provide quarterly / half yearly performance reports to the Utilities Board and CMT (as required) 	JW	4
Responsibility	<ul style="list-style-type: none"> Explore carbon and resource smart management as part of all staffs roles. Reinforce availability of carbon-reduction advice Share this work with the wider city to encourage local action (subject to resources) 	JW	4-5
Data Management	<ul style="list-style-type: none"> Regular collation of baseline data and reduction targets for all sources Systematic recording system in place for energy consumption and renewable energy generation Data externally verified (if appropriate) 	GC	4
Communication and Training	<ul style="list-style-type: none"> Regular staff updates Annually publish progress of the CRSMP and progress against targets 	JW	4
Finance and Investment	<ul style="list-style-type: none"> Commit financial resources for a +2 year programme Routinely seek external funding Increase the ring-fenced funds for carbon reduction initiatives 	JW & DG All Utilities Board	4-5
Policy Alignment	<ul style="list-style-type: none"> Comprehensive review of the One Planet Policy with the CMT and Utilities Board to identify and remove barriers to GHG reduction (quarterly) Embed sustainability into all procedures Sustainability team provide advice and review, when requested 	JW	4

Acronyms

CEMP-SIP	Caron and Energy Management Programme – Strategic Implementation Plan
CO₂	Carbon dioxide
CO₂-eq	Carbon dioxide equivalent
CH₄	Methane
CHP	Combined heat and power
CYC	City of York Council
DEC	Display Energy Certificates
DEFRA	Department for Environment, Food and Rural Affairs
FIT	Feed-in tariff
GHG	Greenhouse gases
GSHP	Ground source heat pump
N₂O	Nitrous oxide
PV	Photovoltaic
SIP	Strategic Implementation Programme
WRAP	Waste and Resources Action Programme

Glossary

Activity Data: Data that indicates the level or quantity of an emissions-generating activity, e.g. kWh of electricity consumed, or kilometres travelled by a lorry. Emissions levels are usually calculated by collecting activity data, which are then converted into emissions data using conversion factors or tools.

Baseline year (or base year): The year against which a company's emissions are tracked over time.

Carbon baseline: is a record of approximate carbon emissions in a chosen year. Targets and performance in reducing emissions are measured against this figure as a percentage of the baseline value.

CO₂e: A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential.

Conversion Factor: Conversions factors enable conversion of activity or energy use data (e.g. kWh of electricity consumed), into the amount of carbon dioxide emissions that will result.

Costs: Indicates the amount charged for consuming a good and / or a service.

Appendix A: Methodology

This section describes the methodology used for compiling the baseline, carbon saving projects and for setting relevant reduction targets. It covers:

- 1) scope
- 2) different sources used for collating the activity⁵
- 3) costs data
- 4) calculating carbon emissions (whilst pointing out the difficulties encountered when gathering the data)
- 5) form used for compiling carbon saving projects.

Scope

To better understand how the Council can significantly reduce its carbon emissions and related expenditure, this work measured the carbon baseline from the major emission sources/activities within the Council:

A. Direct corporate emissions: Emissions the Council has direct control and responsibility for managing

- Corporate energy consumption
 - Electricity
 - Natural gas
 - Gas oil
 - Water
 - Renewables
(Consumption of renewable sources to generate electricity and heat – through photovoltaic, solar thermal, biomass, and heat pumps technologies)
- Street Lighting electricity consumption
- Fleet Transport fuel consumption
- Business Travel
 - Cars
 - Train
- Corporate waste disposal

B. Indirect emissions: Emissions the Council does not have direct control over but can exert a level of (financial) influence for reducing them.

- Schools Energy Consumption
 - Electricity
 - Natural gas
 - Gas oil
 - Water
 - Renewables

⁵ Activity refers to all carbon emitting actions (fuel consumption, waste disposal, car travel, etc



- Schools waste disposal
- Social Housing Energy Consumption
(For generating heating, hot water, lighting and ventilation)

A. EMISSIONS AND COSTS BASELINE

To determine the baseline, activity and costs data were compiled from the Council's 2014/15 financial year (01/04/2014 – 31/03/2015) as it is the last full year for which figures are available. (See Table A1 for the various data sources used). The activity data was converted into carbon emissions equivalent (CO₂eq) (and into CO₂, CH₄ and N₂O wherever appropriate), using the conversion factors and guidelines provided by DEFRA for the year 2014 (Table A2).

Although we used the most comprehensive data sources that the Council had available, we identified several data management issues that need to be addressed so as to improve the quality of the data in the future. Specifically, the data that was compiled from the utility reports/invoices may: reflect both actual and estimated meter readings, represent bill re-adjustments and/or include/exclude between two to three months of data for more/less the full baseline year (as some bills are sent on a quarterly and not on a monthly basis). Hence the data collated from these sources do not necessarily reflect the precise utility consumption and associated costs for the baseline year. It is unclear if all of the items listed on the reports/bills should be included on the baseline, as some accounts could be managed by others. Data is missing for natural gas (Table A1) and renewable energy generated (Table A6). Nevertheless, the Council is currently working with the utility companies and relevant officers to address these concerns (see Section 6 for the recommendations proposed).

Table A1. Data Source

Scope	Activity	Activity Data Source	Costs Data Source	Comments
Corporate & Schools Energy Consumption	Electricity	Npower report on billed amounts		Whilst we have a substantial amount of information relating to the corporate electricity billing, it is difficult to reconcile building descriptions held by the Council and their status (e.g. rented/managed by the council, etc.) with descriptions provided by npower.
	Natural Gas	British Gas (but data is not currently available)	Council's financial records (compiled from the British Gas bills)	Bills have been received for all of our buildings but with the exception of West Offices. Moreover, consumption data from the bills whilst is being checked and recorded, it is not being recorded in a way that can be made immediately available.
	Gas Oil	GB Oil report on billed amounts		
	Water	Yorkshire Water report on billed amounts		
	Renewables	N/A	Finance's records	A number of projects have been initiated and implemented from a variety of different sources. Whilst data is held, limited information is available on installed capacity and generation.
Street Lighting	Electricity	Npower report on billed amounts		Data is held but unclear if its complete.
Fleet Transport	Fuel Consumption	Allstar Central Fuel Account		The baseline for Fleet Transport and Business Travel have duplicated some vehicles (i.e. pool cars owned by the Council and Enterprise hire cars) record their fuel consumption on the same Allstar Central Fuel Account used by Fleet. It is currently proposed that the Pool Cars owned by the Council will be disposed of by the end of the financial year and a separate Allstar account will be allocated for the Business Travel team, erradicating therefore the duplication.
Business Travel	Car travel	Business Travel's Central Account and Allstar Central Fuel Account		As above. Also some of the costs paid for car and train travel were estimated as not all the data had been fed-back to the central account (through the expenses claim process), at the time the data was compiled for this report. The baseline does not include taxi and bus travel, as currently there is no system put in place to record this. However the Business Travel team is planning to record these journeys in their central account by December 2015.
	Rail travel	Business Travel's Central Account		About 15% of the rail travel journeys are 'client travel', the rest is Employee Travel.
Corporate & Schools Waste	Waste disposed in the landfill and recycled	Waste Department's records	Finance's records	The information on tonnage and financial costs are provided by two different sources. Specifically, the tonnes of waste have been estimated from the total litres collected (using conversion data from the government organisation WRAP), and the costs were compiled from the internal recharges done to the council's Commercial Waste department.
Social Housing	Energy performance (SAP ratings)	Social Housing's SAP inventory records	N/A (energy costs are not recorded by the Council)	The carbon emissions were estimated using the SAP ratings of each individual household. A baseline from actual consumption and billed amounts cannot be obtained as the Council does not record this data (as the tenants receive and pay their own energy bills).

Table A2. DEFRA Conversion Factors

Scope	DEFRA Conversion Factor	kg CO2e	kg CO2	kg CH4	kg N2O
Energy					
Electricity (kWh)	UK electricity	0.49426	0.49023	0.00033	0.00369
Natural Gas (kWh)	Gaseous Fuels - Natural Gas	0.184973	0.184557	0.000304	0.000112
Gas Oil (L)	Liquid Fuels - Gas Oil	2.92577	2.726496	0.00253	0.196745
Water (m3)	Water Supply	0.3441			
Street Lighting					
Electricity (kwh)	UK electricity	0.49426	0.49023	0.00033	0.00369
Fleet Transport					
Diesel (l)	Liquid Fuels - Diesel (average biofuel blend)	2.6024	2.5813	0.0007	0.0204
LPG (l)	Gaseous Fuels - LPG	1.502252	1.500031	0.000631	0.00159
Gas Oil (l)	Liquid Fuels - Gas Oil	2.92577	2.726496	0.00253	0.196745
Super Unleaded (l)	Liquid Fuels - Petrol (average biofuel blend)	2.1914	2.1833	0.003	0.0051
Unleaded (l)	Liquid Fuels - Petrol (average biofuel blend)	2.1914	2.1833	0.003	0.0051
Business Travel					
Car Distance (mi)	Business Travel - Car (average size, unknown fuel)	0.304858	0.302975	0.000161	0.001722
Rail Distance (mi)	Business Travel - National Rail	0.029440567	0.029266583	2.48548E-05	0.000149129
Waste					
Landfill General Waste (t)	Waste Disposal - Commercial and Industrial Waste	199.00			
Recycling (t)	Waste Disposal - Commercial and Industrial Waste	21.00			

These factors were taken from the 'advance option' in the following link: <http://www.ukconversionfactorscarbonsmart.co.uk/?wb48617274=4A437CFE>

CORPORATE BASELINE (DIRECT EMISSIONS)

The Corporate baseline for the year 2014/15 includes all of the buildings, facilities and sites that the council uses to deliver a service to the public (in its widest sense) and where the council has responsibility for paying the bill. The following are the range of facilities that were included on the Corporate Energy Consumption baseline:

Types of Corporate Sites

- Admin Accommodation
- Car Parks
- Community Buildings
- Crematorium
- CCTV Metered
- CCTV Unmetered
- Education Buildings
- Markets
- Miscellaneous
- Parks / Leisure
- Park & Rides
- Public Libraries
- Pumping Stations
- Social Care Properties (Day Centres, Hostels, Residential Homes, Training Centres)
- Sports Facilities
- Toilets
- Vacant
- Waste Recycling Facilities
- Youth Centres

Please note that Business Centres and Travellers' Sites have not been included on the baseline, as the Council does not directly manage/occupy the sites and thus is neither responsible for controlling the carbon emissions nor for paying the bills.

It is also important to note that several properties that were included on the baseline were vacated during 2014/15 (Table 3) and as a consequence the emissions and costs trends changed throughout the year.

Table A3. Properties vacated during 2014/15

Type	Date	Property Name	Address
Disposal	01/08/2014	4 Lindley Road	York, YO30 4TE
Disposal	12/08/2014	Monk Bar Garage	Lord Mayors Walk, YO31 7HB
Disposal	14/01/2015	Parkside Commercial Centre	Terry Avenue, YO23 1JP
Disposal	03/02/2015	Theatre Royal	St Leonards Place, YO1 7HD
Disposal	30/05/2015	St Antonys House	Brook Street, York, YO31 7QQ
Lease Terminated	26/09/2014	20-24 Swinegate	York, YO1 8AZ

STREET LIGHTING BASELINE

The baseline includes the metered and unmetered street lights that are installed across the city of York, which the council has responsibility of paying the electricity bills for. The following are the types of metered and unmetered streetlights included in the baseline:

Metered Streetlights

- Variable message signs
- Feeder pillars
- Traffic lights
- Streetlights
- Pedestrian crosswalk lights
- Lighting kiosks

Unmetered Streetlights

- Door entry systems
- Telemetry weather station
- Lighting at:
 - car parks and clocks
 - staircases
 - bus shelters
 - communal areas
- Warden call systems
- TV amplifiers
- Bollards and signs
- Streetlights
- Traffic lights

FLEET TRANSPORT BASELINE

Fleet Transport refers to the use of specialised vehicles (e.g. refuse freighters, caged vans) and a variety of standard vehicles larger than a car (minibus, transit van, etc), that are used for either travel (for people) or transport (for equipment or goods) purposes. Hence, the baseline for Fleet Transport includes all of the vehicles that record their fuel consumption on the Council's Allstar Central Fuel Account.

BUSINESS TRAVEL BASELINE

Business Travel refers to the use of the following vehicles, by staff, for work-travel purposes:

- Pool cars (either from the council-wide scheme or from a car dedicated to a particular team or service)
- Pool bikes
- Fleet bikes (which are dedicated to specific teams)
- Staff owned bikes (used at work)



- Taxis (either Fleetways or any other provider)
- Trains
- Buses
- Hire cars
- Staff own cars used for work (with, or without, claims for mileage)

However, the Business Travel baseline does not include bus, taxi and bicycle travel (as explained in Table A1).

CORPORATE WASTE BASELINE

The waste baseline is an estimation of the tonnes of waste compiled from all of the corporate offices (by the Council's Commercial Waste Department), which are either taken to the landfill or recycled at the Council's Waste Recycling Centre. And the costs reflect the value paid by the Council for the size of the bins collected and the frequency of this service.

The types of waste collected are as follows:

- Waste disposed in the landfill
 - General waste
- Recycled waste
 - Co-mingled (paper, cardboard, plastic bottles and cans)
 - Cans and plastic bottles
 - Cardboard and paper
 - Glass bottles and jars

BASELINE – INDIRECT EMISSIONS

SCHOOLS BASELINE

The Schools baseline includes all of the state schools that are funded and were funded by the Council throughout the 2014/15 baseline year (academies have been excluded) (see Table A4 & A5).

Table A4. 2014/15 Schools Included on the Baseline

Name	Comments
Nursery School	
St Pauls Nursery School	
Primary Schools	
Acomb Primary School	
Archbishop Of York`s C Of E Junior School	
Badger Hill Primary School	
Bishopthorpe Infant School	
Burton Green Primary School	To become academy in the next 3 years
Carr Infant School	
Carr Junior School	To become academy in the next 3 years
Clifton Green Primary School	
Clifton with Rawcliffe Primary School	
Copmanthorpe Primary School	
Dringhouses Primary School	
Dunnington C Of E Primary School	
Elvington C Of E Primary School	
Fishergate Primary School	
Headlands Primary School	

Hempland Primary School	To become academy in the next 3 years
Heworth CE Primary School	
Hob Moor Community Primary School	To become academy in 2016
Huntington Primary Academy	Became academy in 01/04/2015
Knavesmire Primary School	To become academy in 2016
Lakeside Primary School	
Lord Deramore`s Primary School	
Naburn C Of E Primary School	
New Earswick Primary School	
Osbalwick Primary School	Previously Derwent Infant School
Osbalwick Primary School The Leyes Site	
Our Lady Queen of Martyrs RC Primary School	Formerly called English Martyrs RC Primary School
Park Grove Primary School	
Poppleton Ousebank Primary Academy	Academy since 01/04/2015
Poppleton Road Primary School	
Ralph Butterfield Primary School	
Rufforth Primary School	
Scarcroft Primary School	To become academy in 2016
Skelton Primary School	
St Aelred`s RC Primary School	
St Barnabas` CE Primary School (PFI)	
St Georges RC Primary School	
St Lawrence`s C Of E Primary School	
St Mary`s C Of E Primary School	
St Oswalds C Of E Primary School	
St Pauls C Of E Primary School	
St Wilfrid`s RC Primary School	



Stockton On Forest Primary School	
Tang Hall Primary School	
Westfield Primary Community School	Includes Westfield County Junior School and Westfield Infants School
Wheldrake With Thorganby C Of E Primary School	
Wigginton Primary School	
Woodthorpe Primary School	
Yearsley Grove Primary School	Includes Yearsley Grove Infants School and Yearsley Grove Junior School
Secondary Schools	
All Saints RC Secondary School	
Burnholme Community College	School closed in August 2014, now called Burnholme Community Hub
Canon Lee Secondary School	Includes Canon Lee The Arts but it may be demolished next year
Fulford Secondary School	To become academy in the next 3 years
Huntington Secondary School	
Joseph Rowntree Secondary School	To become academy in the next 3 years
Millthorpe Secondary School	To become academy in 2016
York High School	To become academy in the next 3 years
Special Schools	
Applefields School	
Danesgate	Npower's electric report did not include this school

(Source: Schools Planning Team 2015)

Table A5. Institutions Not Included On the Schools Baseline

Type	Name	Description
Primary School	Haxby Road Primary Academy	Academy since 01/02/2014
	Robert Wilkinson Academy	Academy since 01/04/2014
Secondary School	Archbishop Holgate's C Of E Academy	Academy since 01/04/2011
	Manor C of E Academy Buildings & Land	Academy since 01/04/2011

SCHOOLS WASTE BASELINE

The school's waste baseline is compiled by an estimate of the tonnes of waste collected from all of the schools that used the Council's waste collection service (excluding academies). As with the corporate waste, the waste disposed in the schools is also taken to the landfill and recycled in the Council's Waste Recycling Centre, as follows:

- Waste disposed in the landfill
 - General waste
- Recycled waste
 - Cans and plastic bottles
 - Cardboard and paper

SOCIAL HOUSING

The baseline of the Council's social housing stock reflects the potential carbon emissions that could be generated based on each household's energy performance through an assessment know as SAP ([Standard Assessment Procedure](#)).

The housing stock includes just over 8,000 dwellings. For all of these dwellings, the Council (acting as a landlord) is responsible of implementing energy efficiency improvements (through roll-out based programmes) and of calculating their individual SAP ratings. These SAP ratings provide an accurate and reliable assessment of dwelling energy performance and thus can be used for estimating the household's carbon emissions (related to energy consumption).

For this reason, the Housing Asset Management Team used the SAP ratings of each individual household to estimate the total carbon baseline of the Council's housing stock (using AutoAssessorPRO).

However, it is important to note that an energy baseline, calculated from the household's actual consumption and billed amounts cannot be obtained because the tenants and not the Council receive and pay the energy bills.

Similarly, a baseline for the carbon emissions and related costs of the waste generated in the housing stock cannot be calculated, as this type of data is not recorded in a way that is immediately available.

RENEWABLES BASELINE

A number of projects have been initiated and implemented on the corporate buildings, schools and social housing stock. Whilst some data is held, limited information is available on installed capacity and generation (Table 12). It is also not coordinated and held in one central place.

Specifically, the corporate baseline only includes the costs for the usage of biomass boilers in West Offices and not for the operation of the other renewable energy technologies (such as other boilers installed across the estate). Also, given that the renewable energy portfolio has not been updated in a while, it is unclear if the costs provided for the schools' baseline is in any sense complete.

There is limited information on the total renewable energy that is being generated on the housing stock and on the savings being made by the tenants, as the Council has no feasible way of recording this (as mentioned in the previous section).

In conclusion, given the lack of available data on renewable energy (mainly on the Council estate and schools), opportunities could potentially be missed out with financial incentives and procuring better energy contracts, as well as in generating more accurate DECs.

Table A6. Renewable Energy Portfolio

Type	Site	Technology	Installed Capacity (kW)	Estimated / Actual Output (kWh/yr)	FIT / RHI Registered	Comment
Corporate	Acomb Explore Library	Biomass Boiler	2x50	120,000	No	Not eligible
	Energise	Biomass Boiler	2x450	1,071,088	No	Not eligible
	West Offices	PV	49.92	25,000	No	Not eligible
		Biomass Boiler	2 x 160	328,560	No	
		CHP	65	Out of action		
	ECO-Depot	PV	52	30,000	No	Not eligible
School	Clifton with Rawcliffe Primary School	Biomass Boiler	2x160	500,000	No	
	Danesgate	Biomass Boiler	1x450		No	Not eligible / Is not being used
	Huntington Secondary School	Solar Thermal			No	
	Joseph Rowntree Secondary School	Biomass Boiler		n/a		Out of commission
	Our Lady Queen of Martyrs RC Primary School	GSHP				
	Wheldrake with Thorganby C of E Primary School	Solar Thermal				Not fitted by CYC
	York High School	Biomass Boiler	3X450	830,600	No	Not eligible
Social Housing	Gale Farm Court, City Mills, Lincoln Court, Glen Lodge, Barstow House (community heating with CHP)	CHP				
	Social housing (541 systems)	PV				Each PV installed has between 16 to 18 panels

DATA COLLECTION TEMPLATES

The following section outlines the questions and forms that were used for compiling information on the baseline and the carbon saving projects.

Template Questions for Compiling the Baseline

Corporate Utility Consumption:

- How much electricity (kWh), natural gas (kWh), gas oil (litres) and water (m³) were used throughout the corporate estate during 2014/15? How much was the Council charged for each one? – Please attach the summary spreadsheet of each utility bill, listing the buildings/sites and their respective consumption and charges.

Schools Utility Consumption:

- How much electricity (kWh), natural gas (kWh), gas oil (litres) and water (m³) were used throughout the non-academy schools during 2014/15? How much was the Council charged for each one? – Please attach the summary spreadsheet of each utility bill, listing the schools and their respective consumption and charges.

Street Lighting:

- How much electricity (kWh) was used from the metered and unmetered streetlights during 2014/15? How much was the Council charged for each one? – Please attach a summary spreadsheet of the 2014/15 bill, including the inventory of the streetlights.

Fleet Travel:

- How many litres of fuel (diesel, LPG, gas oil, super unleaded, unleaded) were used in the Council's Fleet during the previous financial year? How much did the Council pay for each one?

Business Travel:

- What is the total distance (in miles) travelled by: pool cars, hire cars, staff own cars, taxis, buses, train and bicycle? How much did the Council pay for each one?

Corporate Waste:

- How many tonnes of waste were disposed in the landfill, from the Council Offices during 2014/15?
- How many tonnes of waste were recycled, from the Council Offices during 2014/15?

Schools Waste:

- How many tonnes of waste were disposed in the landfill, from the non-academy schools during 2014/15?
- How many tonnes of waste were recycled, from the non-academy schools during 2014/15?

Social Housing:

- Based on each household's (2014) SAP rating, what is the total tCO₂e emitted from the Council's Social Housing stock?

Carbon Saving Projects - Form**Table A7. Carbon Saving Projects – Form 1 (all scopes)**

Project Title	
Project Description	
Qualitative Benefits	
Quantitative Benefits	Activity savings (<i>in tonnes, litres, kWh, miles or m³</i>): Financial savings: £ CO2
Project Status	
Timescales	Start date: End date Lifespan:
Costs	£
Source of Funding	
Payback Period	___ years
Monitoring method	<i>(How are the savings recorded, where, who, when, etc.)</i>
Responsible officer(s)	

Appendix B: Baseline Summary

Table B1. Baseline Summary

Scope	Activity	Costs	kg CO2e	kg CO2	kg CH4	kg N2O
Corporate Utility						
Electricity (kWh)	7,197,074.10	820,050.54	3,557,225.84	3,528,221.64	2,375.03	26,557.20
Natural Gas (kWh)	n.d.	111,948.06	n.d.	n.d.	n.d.	n.d.
Gas Oil (L)	94,384.00	50,707.15	276,145.91	257,337.57	238.75	18,569.59
Water (m3)	95,450.00	230,208.64	32,844.35			
Renewables	n.d.	14,484.40	n.d.	n.d.	n.d.	n.d.
Total		1,227,398.79	3,866,216.10	3,785,559.21	2,613.78	45,126.80
Schools Utility						
Electricity (kWh)	8,849,895.80	1,039,942.49	4,374,149.50	4,338,484.42	2,920.47	32,656.12
Natural Gas (kWh)	n.d.	511,674.00	n.d.	n.d.	n.d.	n.d.
Gas Oil (L)	307,618.00	145,220.32	900,019.63	838,719.16	778.12	60,522.35
Water (m3)	95,980.00	248,524.67	33,026.72			
Renewables	n.d.	94,691.00	n.d.	n.d.	n.d.	n.d.
Total		2,040,052.48	5,307,195.85	5,177,203.58	3,698.59	93,178.46
Street Lighting						
Electricity (kwh)	7,946,915.20	905,686.01	3,927,842.31	3,895,816.24	2,622.48	29,324.12
Fleet Transport						
Diesel (l)	756,039.77	764,244.74	1,967,517.90	1,951,565.46	529.23	15,423.21
LPG (l)	-	-	-	-	-	-
Gas Oil (l)	42,665.80	24,783.35	124,830.33	116,328.12	107.92	8,394.29
Super Unleaded (l)	2,088.73	2,238.69	4,577.24	4,560.32	6.27	10.65
Unleaded (l)	21,914.54	22,331.47	48,023.52	47,846.02	65.74	111.76
Total	822,708.84	813,598.25	2,144,949.00	2,120,299.92	709.16	23,939.92
Business Travel						
Car Distance (mi)	705,044.00	247,549.05	214,938.33	213,610.78	113.47	1,214.08
Rail Distance (mi)	408,054.00	105,236.64	12,013.34	11,942.35	10.14	60.85
Total	1,113,098.00	352,785.69	226,951.67	225,553.12	123.61	1,274.94
Corporate Waste						
Landfill General Waste (t)	352.52		70,151.48			
Recycling (t)	160.32		3,366.72			
Total	512.84	71,099.21	73,518.20			
Schools Waste						
Landfill General Waste (t)	733.42		145,950.58			
Recycling (t)	341.35		7,168.35			
Total	1,074.77	85,438.57	153,118.93			
GRAND TOTAL		5,496,059.00	15,699,792.05			

Social Housing: 31,653,523.33 kg CO2e



B2. Detailed baseline.

Scope	Activity	Costs	kg CO2e *	kg CO2	kg CH4	kg N2O
Corporate Utility						
Electricity (kWh)	7,197,074.10	820,050.54	3,557,225.84	3,528,221.64	2,375.03	26,557.20
Natural Gas (kWh)***	n.d.	111,948.06	n.d.	n.d.	n.d.	n.d.
Gas Oil (L)	94,384.00	50,707.15	276,145.91	257,337.57	238.75	18,569.59
Water (m3)	95,450.00	230,208.64	32,844.35			
Renewables	n.d.	14,484.40	n.d.	n.d.	n.d.	n.d.
Total		1,227,398.79	3,866,216.10	3,785,559.21	2,613.78	45,126.80
Schools Utility						
Electricity (kWh)	8,849,895.80	1,039,942.49	4,374,149.50	4,338,484.42	2,920.47	32,656.12
Natural Gas (kWh)	n.d.	511,674.00	n.d.	n.d.	n.d.	n.d.



Gas Oil (L)	307,618.00	145,220.32	900,019.63	838,719.16	778.12	60,522.35
Water (m3)	95,980.00	248,524.67	33,026.72			
Renewables	n.d.	94,691.00	n.d.	n.d.	n.d.	n.d.
Total		2,040,052.48	5,307,195.85	5,177,203.58	3,698.59	93,178.46
Street Lighting						
Electricity (kWh)	7,946,915.20	905,686.01	3,927,842.31	3,895,816.24	2,622.48	29,324.12
Fleet Transport						
Diesel (l)	756,039.77	764,244.74	1,967,517.90	1,951,565.46	529.23	15,423.21
LPG (l)	-	-	-	-	-	-
Gas Oil (l)	42,665.80	24,783.35	124,830.33	116,328.12	107.92	8,394.29
Super Unleaded (l)	2,088.73	2,238.69	4,577.24	4,560.32	6.27	10.65
Unleaded (l)						



	21,914.54	22,331.47	48,023.52	47,846.02	65.74	111.76
Total	822,708.84	813,598.25	2,144,949.00	2,120,299.92	709.16	23,939.92
Business Travel						
Car Distance (mi)	705,044.00	247,549.05	214,938.33	213,610.78	113.47	1,214.08
Rail Distance (mi)	408,054.00	105,236.64	12,013.34	11,942.35	10.14	60.85
Total	1,113,098.00	352,785.69	226,951.67	225,553.12	123.61	1,274.94
Corporate Waste						
Landfill General Waste (t)	352.52		70,151.48			
Recycling (t)	160.32		3,366.72			
Total	512.84	71,099.21	73,518.20			
Schools Waste						
Landfill General Waste (t)	733.42		145,950.58			



Recycling (t)	341.35		7,168.35			
Total	1,074.77	85,438.57	153,118.93			
Scope	Activity	Costs	kg CO2e *	kg CO2	kg CH4	kg N2O
Total Cost (£)		5,496,059.00				
GRAND TOTAL (kg)			15,699,792.05	15,204,432.07	9,767.62	192,844.23
GRAND TOTAL (Tonnes)			15,699.79	15,204.43	9.77	192.84



APPENDIX C: Carbon Saving Projects

Table C1. Completed Carbon Saving Projects (2013/14)

Scope	Core Objective	Project Description	Lead Officer
Corporate Utility	Improve lighting levels and energy efficiency	Fossbank Car Park: Installation of LED lighting. T12/T8 to LED including new fitting	GC
		Energise - Sport Facilities Changing Area: Installation of LED lighting. Compact Fluorescent to LED including new fitting	
		Energise Sports Hall: Installation of LED lighting	
		Energise Climbing Wall: Installation of LED lighting	
		Energise: Upgrade of low energy lighting. Compact fluorescent to LED using same fitting	
		Huntington Wilberforce: Upgrade of low energy lighting. T12/T8 using the same fitting	
	Improve comfort level, building fabric and energy efficiency	18 Back Swinegate: Supply and installation of 170mm of insulation (laid at right angles to the existing insulation in a 270m2 loft)	
	Reduce waste heat	29 Castlegate: Installation of Heatmiser Senior heating controls	
	Reduce number of computers left switched on, improve energy eff.	ICT / Network PC power management	
	Improve energy efficiency	Energise - main pool, small pool, hydro pool: Installation of Powermaster variable speed drives (including 3 IWEMS pool systems). Includes remote device monitoring	
	22 The Avenue: Rationalise / improve heating controls system		
Optimise voltage	Energise: Installation of pP-560kVA / 800 A power perfector unit		
Schools Utility	Improve comfort, reduced heat waste	Ralph Butterfield TRV's: Installation of thermostatic radiator valves	JW2
	Reduce waste heat	Acomb Primary School: Replacement of inefficient heating controls	
		Archbishop of York Primary School: Installation of cavity wall insulation and pipework/flange insulation	
		Millthorpe School: Installation of new energy management controls	
		Millthorpe Secondary School: Installation of thermostatic radiator valves and tamper proof covers	
	Improve lighting levels and energy efficiency	Dunnington CE School: Installation of LED lighting including PIR / lux level detectors. T12/T8 to LED using the same fitting	
		Canon Lee School: Upgrade of LED lighting. T12/T8 using the same fitting	
		Dunnington Nursery: Low energy lighting upgrade. T12/T8 to LED using same fitting	
	Optimise voltage	Canon Lee School: Installation of power perfector unit	
		Huntington School: Installation of power perfector unit	
York High School: Installation of pP-560kVA / 800 A power perfector unit			
Improve energy efficiency	Canon Lee: boiler / heating repairs.		
	Copmanthorpe: Rewire		
	Headlands: heating upgrade		
	Hempland: lighting / wiring upgrade		
	Huntington Primary: boiler replacement		
	Yearsley Grove: rewire		
	Millthorpe: emergency boiler replacement		
	Huntington Secondary: new block		
Knivesmire Primary: major expansion			
Millthorpe Secondary: replacement windows			

APPENDIX D: EFFECTIVE CARBON MANAGEMENT AND ENABLING PROJECTS

Table D1: Carbon Management Embedding Matrix – Self Assessment

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *
BEST 5	<ul style="list-style-type: none"> • Top level target allocated across organisation • CO₂ reduction targets in Directorate Business Plans 	<ul style="list-style-type: none"> • Cabinet / SMT review progress against targets on quarterly basis • Quarterly diagnostic reports provided to Directorates • Progress against target published externally 	<ul style="list-style-type: none"> • CM integrated in responsibilities of senior managers • CM part of all job descriptions • Central CO₂ reduction advice available • Green Champions leading local action groups 	<ul style="list-style-type: none"> • Quarterly collation of CO₂ emissions for all sources • Data externally verified • M&T in place for: <ul style="list-style-type: none"> ○ buildings ○ street lighting ○ waste 	<ul style="list-style-type: none"> • All staff given formalised CO₂ reduction: <ul style="list-style-type: none"> ○ induction and training ○ communications • Joint CM communications with key partners • Staff awareness tested through surveys 	<ul style="list-style-type: none"> • Finance committed for 2+ yrs of Programme • External funding being routinely obtained • Ring-fenced fund for carbon reduction initiatives 	<ul style="list-style-type: none"> • CO₂ friendly operating procedure in place • Central team provide advice and review, when requested • Barriers to CO₂ reduction routinely considered and removed
4	<ul style="list-style-type: none"> • CO₂ reduction commitment in Corporate Strategy • Top level targets set for CO₂ reduction • Climate Change Strategy reviewed annually 	<ul style="list-style-type: none"> • Sponsor reviews progress and removes blockages through regular Programme Boards • Progress against targets routinely reported to Senior Mgt Team 	<ul style="list-style-type: none"> • CM integrated in to responsibilities of department heads • Cabinet / SMT regularly updated • Staff engaged through Green Champion network 	<ul style="list-style-type: none"> • Annual collation of CO₂ emissions for: <ul style="list-style-type: none"> ○ buildings ○ street lighting ○ transport ○ waste • Data internally reviewed 	<ul style="list-style-type: none"> • All staff given CO₂ reduction: <ul style="list-style-type: none"> ○ induction ○ communications ○ CM matters communicated to external community 	<ul style="list-style-type: none"> • Coordinated financing for CO₂ reduction projects via Programme Board • Finances committed 1yr ahead • Some external financing 	<ul style="list-style-type: none"> • Comprehensive review of policies complete • Lower level policies reviewed locally • Unpopular changes being considered
3	<ul style="list-style-type: none"> • CO₂ reduction vision clearly stated and published • Climate Change Strategy endorsed by Cabinet and publicised with staff 	<ul style="list-style-type: none"> • Core team regularly review CM progress: <ul style="list-style-type: none"> ○ actions ○ profile & targets ○ new opportunities 	<ul style="list-style-type: none"> • An individual provides full time focus for CO₂ reduction and coordination across the organisation • Senior Sponsor actively engaged 	<ul style="list-style-type: none"> • Collation of CO₂ emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> • Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> ○ training ○ communications 	<ul style="list-style-type: none"> • A view of the cost of CO₂ reduction is developing, but finance remains ad-hoc • Some centralised resource allocated • Finance representation on CM Team 	<ul style="list-style-type: none"> • All high level and some mid level policies reviewed, irregularly • Substantial changes made, showing CO₂ savings
2	<ul style="list-style-type: none"> • Draft Climate Change Policy • Climate Change references in other strategies 	<ul style="list-style-type: none"> • Ad hoc reviews of CM actions progress 	<ul style="list-style-type: none"> • CO₂ reduction a part-time responsibility of a few department champions 	<ul style="list-style-type: none"> • No CO₂ emissions data compiled • Energy data compiled on a regular basis 	<ul style="list-style-type: none"> • Regular awareness campaigns • Staff given CM information on ad-hoc basis 	<ul style="list-style-type: none"> • Ad hoc financing for CO₂ reduction projects 	<ul style="list-style-type: none"> • Partial review of key, high level policies • Some financial quick wins made
1 Worst	<ul style="list-style-type: none"> • No policy • No Climate Change reference 	<ul style="list-style-type: none"> • No CM monitoring 	<ul style="list-style-type: none"> • No recognised CO₂ reduction responsibility 	<ul style="list-style-type: none"> • No CO₂ emissions data compiled • Estimated billing 	<ul style="list-style-type: none"> • No communication or training 	<ul style="list-style-type: none"> • No specific funding for CO₂ reduction projects 	<ul style="list-style-type: none"> • No alignment of policies for CO₂ reduction



Table D2: Carbon Management and Enabling Projects – Strategic Implementation Plan



Scope	Core Objective	2014/15 & 2015/16 Baseline	2014/15 & 2015/16 Baseline Score	Lead Officer	5-Month Goal (Jan - May 2016)	10-Month Goal (Jun - Oct 2016)	15-Month Goal (Nov 2016 - Mar 2017)	2016/17 Score	2017/18 Goal	2017/18 Score				
Corporate Strategy	I. Enable effective carbon management across the estate	Carbon reduction vision clearly stated on the Council Plan. Climate Change Action Plan endorsed by cabinet in 2010.	3	JW	Finalise drafting the new CEMP Strategic Implementation Plan.	CEMP strategy endorsed by Cabinet and publicised with staff.	Review and update progress against targets. (Repeat this on an annual basis).	4	Carry out the annual review of progress against targets.	4				
Programme Management	II. Coordinate actions to maximise efficiency and savings	Ad hoc reviews of CM actions progress.	2	JW	Report progress of CEMP SIP to the Utilities Board.	Once the CEMP SIP is endorsed, coordinate resources across the Council to deliver CEMP. // Identify areas for improvement and adapt CEMP strategy to remove blockages.	Publish the progress against targets externally (through the CEMP-SIP). (Repeat this on an annual basis).	4	Provide quarterly performance reports, to the Utilities Board and CMT. // Publish progress against targets externally.	4				
Responsibility	III. Allocate clear carbon management responsibilities across the Utilities Board, to govern the CEMP and maximise efficiency and savings	An individual provides full time focus for carbon reduction and coordination across the organisation. // Senior Sponsor actively engaged. // Utilities Board set up to govern the CEMP SIP.	3	JW	Reinforce commitment and involvement of all members of the Utilities Board. // Set up Utilities Board to meet no less than four times a year to oversee progress of CEMP SIP.	As per the above, allocate specific CM responsibilities to the Board members (to facilitate coordination of resources, remove blockages, etc.). Quarterly meet with the sustainability champions and Utilities Board, to monitor progress and commitment to the CEMP-SIP.	Integrate CM in the responsibilities of most Service Areas to enhance staff engagement and support to the CEMP - SIP.	3.5	Integrate CM responsibilities into all Directorate's Service Plan. // Regularly update the Cabinet SMT. // Engage staff through a Sustainability Champion Network.	4				
Data Management	IV. Establish the Council's carbon and expenditure baseline (for 2014/15), set interim reduction targets (up to 2020) and regularly review progress against targets	Collation of carbon emissions for limited scope.	3	GC	Create a complete and up-to-date corporate and schools energy portfolio that systematically records activity and costs data (of utility consumption and renewable energy generation) into an online portal. // Work with Property, FM officers and npower to install smart meters on all corporate buildings. // Coordinate with Finance officer, bill streamlining and consolidation.	Share access to the portal to: the Sustainability Officer, Energy Manager, Category Manager and relevant Finance Officers. // Periodically update the portfolio.	Carry out an internal audit on the energy portfolio and management database (to ensure that its complete, up-to-date and effectively used).	3	Collect baseline data and reduction targets for all main emissions hotspots in the Council. // Carry out an internal review of the data. // Systematic recording system in place for energy consumption and renewable energy generation.	4				
					As per the Methodology (described in Appendix A), collate for the latest financial year: baseline data, information on the carbon saving projects and related reduction targets. // Record this on the project log and monitor progress against targets.	On a quarterly basis, update the status of the carbon-saving projects and monitor progress towards targets.								
		DECs & ARs not issued for several buildings, as per legislation.	GC	Develop longer term management system to ensure energy efficiency and carbon reduction. // Make arrangements to: 1) update the DECs and ARs that have expired/are expiring this year (buildings >1000m2), and 2) generate DECs & ARs for all corporate buildings with floor area between 250m2 - 999m2 that are visited by the public, as per new legislation.	Updated DECs & ARs (for all relevant buildings). Consider implementing the recommendations proposed on the ARs, to improve buildings' energy efficiency and reduce related financial expenditure.									
			GC	Compile list of where there is renewable energy technologies installed and add Property's recent schemes. // Do site visits to determine installed capacity and identify any operational issues. // Create a complete and updated renewable energy portfolio (for corporate and schools) that systematically records energy generated and costs (wherever applicable) into the online portal.	Carry out a review of the renewable energy portfolio (to ensure that all technologies are working properly and that the newly installed ones are included).									
Communication and Training	V. Raise staff awareness and involvement in corporate carbon and wider sustainability actions through increased communications and training	Regular awareness campaigns. // Staff given CM information on ad-hoc basis.	2	JW	Publicise the baseline, carbon saving projects and reduction targets with the Utilities Board and the CMT.	Publish the new CEMP SIP once it is endorsed by the Utilities Board and CMT.	On a quarterly basis, meet with officers across the Council to discuss progress made against targets and SIP recommendations; identify opportunities for improvement (i.e. allocate more resources, plan how to improve data quality, etc.).	3.5	Maintain the staff informed on the progress of the SIP through annual reports and internal news letters. // Annually publish the Council's CEMP.	4				
Finance and Investment	VI. Specify clear capital projects and actions needed to meet targets and routinely seek internal and external funding to deliver change	Ad hoc financing for carbon reduction projects. // Finance representation on Utilities Management Team. // Salix ring-fenced fund for energy efficiency, established in 2009. // £300k ring-fenced fund for renewable energy established	2.5	JW & DG	Specify clear capital projects and actions needed to meet targets (including renewable energy generation). Allocate funding. Identify, on a quarterly basis, additional (internal and external) funding opportunities for subsidizing ongoing and future carbon-saving projects.	Allocate more centralised resource for carbon saving projects.		3	Coordinate financing for carbon reduction projects via Programme Board. // Commit finances one year ahead. // Obtain some external funding.	4				
Policy Alignment	VII. Through the One Planet York Programme, implement a corporate One Planet Policy that supports carbon management across the Council and embeds it into everything the Council does	Partial review of draft One Planet Policy.	2	JW	Policy endorsed by Cabinet and publicised with staff.	Policy and SIP adopted and implemented by Council departments.	Comprehensive review of the Policy with the CMT and Utilities Board to identify and remove barriers to GHG reduction. This must be done on an annual basis.	3.5	Comprehensive review of the Policy with the CMT and Utilities Board to identify and remove barriers to GHG reduction.	4				

Roles and Responsibilities

The Utilities Board is responsible for monitoring and ensuring delivery of the CRSMP. Currently (April 2016) this Board includes the following members:

Andrew Bradley	Sustainable Transport Manager
Andy Wilcock	Category Manager
Chris Slade	Operational Manager Fleet Service
Claire McCormick	Planning & Development Manager
Dave Atkinson	Programme Manager
David Gladders	Accountant
Derek Grant	Street Lighting Supervisor
Derek McCreadie	Low Emission Officer
Eleanor Cranstoun	Facilities Management Manager
Elizabeth Parker	Waste Management Officer
Emily Clarke	Category Officer
Gary Christie	Energy Manager
Ian Asher	Head of Commissioning and Design Services
Jacqueline Warren	Sustainability Officer (Programme Leader)
Jake Wood	Planning & Development Manager
James Williams	Travel Management Officer
Laura Dickson	Street Lighting Commercial Assistant
Linda Brook	School Business Support Manager
Lesley Elliker	Head of Facilities Management
Luke Richardson	Investment and Data Officer
Mark Hewlett	Travel Management Officer
Martin Grainger	Head of Integrated Strategy (Chair)
Michael Slater	Assistant Director – Planning & Sustainable Development

Michael Southcombe Environmental Protection Manager

Neil Ferris Acting Director of City and Environmental Services

Nick Ross Contracts Manager

Paul Shepherd School Business & Monitoring Officer

Philip Callow Head of Asset & Property Management

Ricky Watson Engineer - Highway Infrastructure

Shaun Donnelly Waste Management Officer

Tracey Carter Assistant Director of Finance, Property and Procurement

Tony Clarke Head of Transport

Communications Plan

A communication Strategy has been developed to enable successful implementation of the Carbon Management Plan. This is part of the wider OnePlanetCouncil Communication Plan.

Funding Sources

The following table outlines the possible funding sources available for the carbon saving projects.

Table D3. Funding Sources

Fund	Description
Salix	The Carbon Trust's Salix scheme provides interest-free match funding to the public sector to invest in energy efficiency measures and technologies that will reduce carbon emissions. Currently, there is £72,229 remaining in the Council's Salix fund.
Prudential Borrowing	Loan given by the Public Loans Board, to the local authorities, at a comparable low-rate.
Leeds City Region Energy Accelerator	Programme that provides grant funding and specialist expertise to help public and private sector organisations in Leeds City Region develop low carbon local energy projects. CYC is bidding for approximately £1 million of support.
Existing CYC Pot	£~300k of capital to support renewable energy projects.
Horizon 2020	Research and Innovation funding from the European



	commission for low carbon and energy efficiency projects.
European Regional Development Fund (ERDF)	£32 million available to the Leeds City Region Local Enterprise Partnership (LEP) and £6m from the York, North Yorkshire and East Riding LEP for low carbon innovation projects (Priority Axis 4)

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Integrated Impact Assessment					
Service	Service submitting the proposal	Name and job title of person completing the assessment	person completing assessment	Date created	<i>date assessment complete</i>
Directorate	<i>Service directorate</i>			Date approved	<i>date checked by service manager</i>

When completing this assessment, please refer to guidance found here [TBCXXXX](#) and the new [All About Projects](#) programme.

Part 1 of this form should be started as you commence your project, and is to be completed by Gateway 3. Part 2 of this form should be completed by Gateway 5 of the [All About Projects](#) framework.



Section 2 : Evidence	
2.1	What data is available in relation to this proposal to understand its likely impact? (e.g. hate crime figures, recycling statistics)
2.2	What evidence (including all engagement and co design feedback) has been used to support this proposal? Is further evidence or consultation needed to fully understand its impact? (e.g. consultation with specific communities of identity)
2.3	Have any changes been made to the proposal as a result of feedback from the engagement process or evidence findings?



Section 3 : Impacts of the proposal						
Summarise the likely positive impacts / new opportunities and any negative impacts that may arise from your proposal						
<p><i>Use this section to consider the impact of your proposal on:</i></p> <ul style="list-style-type: none"> • <i>OnePlanetYork priorities</i> • <i>Equalities requirements (3.1 to 3.20 below)</i> 	Positive	Neutral	Negative	Unsure	Evidence and Ref	Commentary on the impacts (What are the impacts and how do you know?)
	please tick ✓ one impact column				please ✓ If you have evidence and give a reference	
 Equity and local economy						
3.1 Helping to deliver the objectives in York’s Economic Strategy?						
3.2 The impact on the business community in York?						
3.3 Additional employment in the city?						
  Health and Happiness and Culture and Community						
3.4 supporting building confident, healthy and inclusive communities?						



3.5 Helping eliminate discrimination, harassment and victimisation?						
3.6 Positively impact on the ‘communities of identity’ and foster good relations between different groups?						
3.7 Negatively or disproportionately impact on the ‘communities of identity’ or those who belong to more than one group?						
 Zero carbon	 Sustainable water	Zero Carbon and sustainable water				
3.8 Minimising the amount of energy or water we use and reducing the amount or energy or water we pay for in the future?						
3.9 Opportunities to generate energy from renewable/low carbon technologies?						
3.10 Opportunities to increase York’s resilience to future climate change by considering how our climate might change and what we can do to minimising these threats?						



 Zero waste	Zero Waste					
3.11 Reducing waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?						
 Sustainable transport	Sustainable Transport					
3.12 Encouraging the use of sustainable, low cost transport such as walking, cycling, ultra low emission vehicles and public transport?						
 Sustainable materials	Sustainable Materials					
3.13 Reducing the environmental impact of the goods and services we buy and help create buildings and services which are cheaper to run in the future in terms of energy, water and waste expenditure?						
 Local and sustainable food	Local and Sustainable Food					



3.14 Maximising opportunities to support local food initiatives?						
 Land use and wildlife						
3.15 Maximising opportunities to conserve and enhance the natural environment?						
3.16 Creating sustainable new developments?						
3.17 Maintaining and improving a quality built environment?						
3.18 Maintaining and improving the cultural heritage of York and preserve the character and setting of the historic city of York?						
 Equality and Human Rights						
3.19 Will this proposal have an impact on the ‘communities of identity’ or on Human Rights?	Positive	Neutral	Negative	Unsure	If there is evidence please tick ✓ the relevant column and include a reference	Commentary on the impacts and the Quality of Life Indicators? (What are the impacts and how do you know?)
Age						
Disability						



Gender reassignment						
Marriage and civil partnership						
Pregnancy and maternity						
Race						
Religion or belief						
Sexual orientation						
Carer						
Lowest income groups						
Human Rights:						
Right to education						
Right not to be subjected to torture, degrading treatment or punishment						
Right to a fair and public hearing						
Right to respect for private and family life, home and correspondence						
Freedom of expression						
Right not to be subject to discrimination						
Other Right						



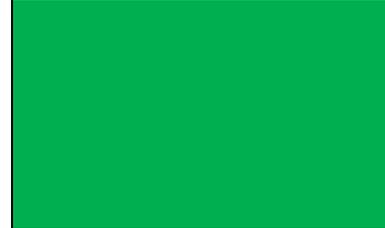
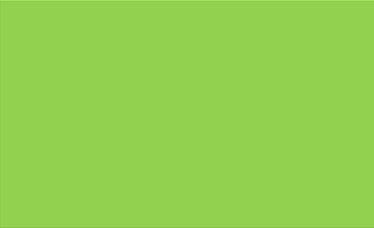
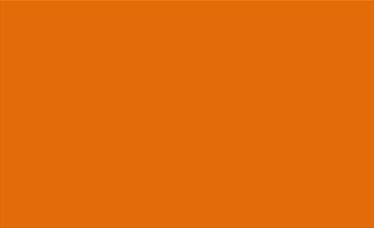
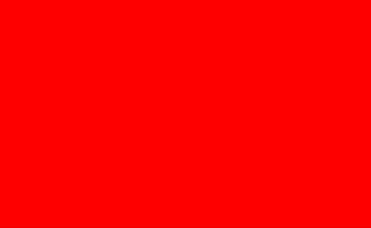
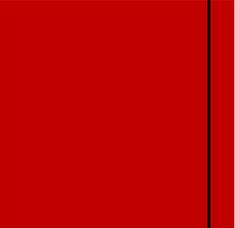
3.20 Section 3 – Continuation of the commentary on the Impacts

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3.21	What could be changed to improve the impact of the proposal? Have you any ideas how these changes might be achieved?



3.21	Taking into consideration your responses about the impacts, what would you consider the overall impact to be on creating a fair, sustainable and resilient city?				
	Strongly positive	Moderately positive	Roughly neutral	Moderately negative	Strongly neg
					



PART 2

This part builds on the impacts you indentified in PART 1 of the Integrated Impact Assessment. It focuses on developing further the understanding of the impacts this proposal will have on the priorities of the council and the wider city.

Section 4: Developing understanding	
4.1	For the areas in Part 1 where you were unsure of the potential impact, what have you done to clarify the situation?
4.2	What changes have you made to the proposal to increase positive impact or reduce negative impact?
4.3	Are there any emerging issues or initiatives which will produce a combined impact with this proposal? <i>(e.g. are the same communities of identity also impacted by a different project or policy being implemented?)</i>



Section 5 Planning for improvement

5.1 What are the outstanding actions needed to maximise benefits or mitigate negative impacts in relation to this proposal? *Please include the action, the person responsible and the date it will be completed*

DRAFT



5.2 Taking into consideration everything you know about this proposal and any changes that have been made, what would you consider the overall impact to be on creating a fair, sustainable and resilient city??

Strongly positive	Moderately positive	Roughly neutral	Moderately negative	Strongly negative

