

Energy and Climate Plan ‘Routemap’

Executive summary

We have legal duties as well as financial and societal imperatives to act robustly on climate change. The Climate Change (Scotland) Act 2009 set our initial legal framework for this. We are required to reduce our climate emissions and raise our climate resilience in the way we design, build and manage our operations and assets. A 2019 Act introduces a Scottish net zero emissions target by 2045 and requires the strengthening of our ambitions and actions to address climate change.

We were the first Council in Scotland to produce a Climate Change Action Plan in 2002 and have taken several important steps since then. The purpose of this proposed **Routemap** is to outline our next steps and timetable in our climate journey; to develop and deliver a new **Council Energy and Climate Plan** covering our estate and operations. The resulting Plan will set out the contexts, our commitments, approach and actions for substantially reducing our emissions, managing our risks and delivering across a range of outcome areas.

Our next stage in our journey, our transformation to a net zero and climate resilient council, will affect every part of our organisation, requiring a raising of ambition, an acceleration in change and a smart, coordinated, different ways of doing things.

Our commitment

We will be an exemplar for net zero and climate resilience, developing a comprehensive Energy and Climate Plan in year 2020/21. It will set: our year for zero direct climate emissions; targets to reduce our indirect climate emissions; and our measures to manage the climate risks to our estate and operations.

Our context

- The Climate Change (Scotland) Act 2009 set climate change duties for public bodies, including: contributing to the delivery of national emission targets; helping to deliver the national adaptation programme; and reporting annually.
- Evidence of the growing pace and severity of climate change today has resulted in a seismic shift of public and political opinion on this issue, resulting in renewed legislation, policies, actions and funding at all levels.
- The Climate Change (Scotland) Act 2019 has increased Scotland’s emission targets to net zero by 2045. Government consultation on the Role of Public Bodies in tackling Climate Change indicates the public sector should be more ambitious in setting their own targets.

- Scotland’s Climate Change Plan is being updated to drive strengthened climate action across sectors – this was expected at the start of 2020/21.
- Action under this proposed Routemap supports delivery of Aberdeen’s Local Outcome Improvement Plan, especially Stretch outcome 14 – “Addressing climate change by reducing Aberdeen’s carbon emissions and adapting to the impacts of our changing climate.”
- Renewed focus and increased action offer opportunities to better manage our climate risks, build our resilience, reduce our costs, seek further investment and build in co-benefits across a range of our statutory and local priorities.
- This also presents us with the opportunity to better align with and deliver across a range of Sustainable Development Goals in our stewardship role of our local and global community.

Our role

Our overall role is two-fold:

- To govern, shape and manage a sustainable organisation, delivering diverse public services to the citizens, businesses and communities of Aberdeen; and
- To help shape, influence and at times deliver on wider place-based agendas.

This proposed Routemap and subsequent Plan will focus predominantly on areas under our immediate control as an organisation. It will align with statutory expectations and local imperatives, building on, strengthening, better aligning and prioritising the many good initiatives already taking place.

It will also align with, while remain distinct from, associated citywide energy, climate and other relevant strategies and plans.



Examples of our relevant Council and city / region strategies, policies and plans.



Building Performance Policy	Powering Aberdeen	Sustainable Urban Mobility Plan
Travel Policy	Aberdeen Adapts	Open Space Strategy
Fleet Asset Management Plan	Local Development Plan	Nature Conservation Strategy
Property Asset Management Plan	Local Housing Strategy	Hydrogen Economy Strategy
Internal Waste Minimisation Policy	Local Transport Strategy	Regional Economic Strategy
Council Delivery Plan	Regional Transport Strategy	North East Flood Risk Management Plan

The Routemap

Our proposed Routemap is set out in a series of overlapping phases, as below:

Phase 1 – Initiate: by May 2020 - agree a ‘Routemap’

We propose to develop and adopt a Routemap which sets out the journey to successful development and delivery of a Council Energy and Climate Plan.

Officers from across relevant clusters, including corporate ones such as Finance and People & Organisation, will provide an oversight, facilitation and liaison role; setting direction, facilitating the flow information and resources, agreeing priorities and programmes for the ultimate successful development of the Plan.

A series of thematic groups are proposed to lead on development of action programmes in relation to their themes. These will consist of managers and officers working in these themes and those supporting clusters, such as Finance, where required. These groups are outlined in Appendix A.

Phase 2 – Define: by end 2020, present a draft Plan

Following approval of this proposed Routemap, Phase 2 will move towards establishing the internal systems to support development of a draft Plan to enter into the Council’s budget setting process. Key activities in this phase may include:

- Exploring context and drivers for carbon management and adaptation across our estate and operations.
- Establish the thematic groups: leadership and governance; awareness and behaviour change; buildings; transport; and other operations. These will be supported to collate information on current initiatives and identify and prioritise a programme of activity in relation to their area of the Plan.

- Defining the Plan's scope, including definition of our operational boundaries.
- Review our climate emission data, setting an emissions baseline and projections.
- Summarise our climate risks and use our Adaptation Benchmarking to baseline our climate adaptation activities.

Phase 3 – Implement: from end 2020/21, agree and deliver the Plan.

Phase three will see a final draft Plan presented for approval alongside the Council's budget. After which, implementation will see significant collaborative action across all groups over many years to put in place the projects identified in the Plan to mitigate our emissions and adapt to our changing climate.

We will continually engage staff, contractors and stakeholders to expand / adjust our approach in line with evolving requirements, challenges and opportunities. This phase will work hand in hand with Phase 4 – Measure, outlined below.

Phase 4 – Measure: Ongoing, monitor and review the Plan

To ensure we remain on track it will be vital to measure and monitor risks, challenges and success in the delivery of the Plan. This is an ongoing phase which will involve formal and informal liaison, communication and information exchange across and beyond the organisation. It is required to help identify lessons learned on our journey and adjustments required in governance, competencies, methods, processes and resources and work with others to bridge these gaps. It will also allow us to remain cognisant of external changes in legislation, policy, funding and other challenges and opportunities.

We report annually to the Scottish Government on work to reduce emissions and adapt to climate change. The Plan can help ensure we meet our statutory Climate Change Reporting duties while maximising the benefits of the process to deliver stronger outcomes for our organisation and the city.

Resources

Development and oversight of the Routemap and Plan will be achieved through existing revenue budgets, realigning human and financial resources where required and accessing additional free external support, where available.

Delivery of the actions under the arising Plan will be achieved through a mix of the above as well as our own and external capital investments. In some cases, action may result in reduced costs and / or income generation, presenting further opportunities to re-align budgets.

Our 2020/21 budget supports the development of net zero and climate adaptation priorities with initiatives including fleet replacement, active travel, electric vehicle

charging, energy efficiency, heating replacement, property refurbishment and improvements, district heating and hydrogen projects.

Additional priorities for action will be identified under the Plan, along with financial options for delivery, where possible / available. Where funding is not available through existing means, new opportunities will attempt to be created and / or matters raised with Scottish Government and other relevant parties for their consideration in achieving ours and Scotland's climate ambitions.

Appendix A

Thematic Groups

Five thematic groups are proposed, as outlined below. Each group consists of managers and officers working in that theme in their substantive role. The groups will take responsibility for exploring the challenges and opportunities relating to their theme and defining solutions and priorities through a programme of activity. Potential activities for consideration and possible action are outlined under each group below. The activities neither form a comprehensive programme nor are guaranteed to each be taken forward. The final programmes will be informed by a mix of statutory and policy requirements, local imperatives, level of impact, co-benefits and opportunity for success considering the availability of people, skills, funding and so on.

The first two thematic groups are enabling groups that aim to support and pick up on issues which cut across all, while the latter three are predominantly project delivery groups.

Group 1: Leadership and governance

Success is contingent on demonstrating strong leadership and good governance at all levels. We have Leadership in our Administration and Corporate Management Team, alongside an existing Scheme of Governance and associated protocols and regulations. Proposals under this theme will align with, strengthen elements of and compliment these with the aim of meeting our duties and priorities. Areas for consideration under this theme include:

1. Leaders, at all levels within the organisation, make and follow clear, ambitious commitments and present a single, unambiguous narrative on climate change challenges and responses, linking with our Citywide approach.
2. Explore, agree and establish robust systems, with the right people and processes, and ensuring we remain ahead of the curve on matters happening beyond our immediate control, i.e. national policy issues.
3. Co-design, agree and deliver a Council Energy and Climate Plan and associated programme which captures and, where appropriate, advances the

ideas outlined in this Routemap, as well as additional ideas identified on our journey.

4. Consider carbon budget and accounting options, in parallel to our financial systems, to facilitate robust data and measurements of change towards net zero.

We have a **sustainable procurement** duty, a procurement footprint of £100's millions per annum and takes a shared approach to procurement to ensure economies of scale. Working with our Procurement Regulations, these present us with a significant opportunity to shape outcomes through our purchasing choices. Areas for consideration under this theme include:

5. Work with our colleagues in the Commercial Procurement Shared Service to identify, embed and deliver opportunities to strengthen climate outcomes through our procurement processes, specifications and choices, across products, facilities and services. This may include demanding specific certifications, applying green weightings and other options. And, work with our suppliers to support them on this journey with us.
6. Continue to explore the option / potential to participate in an Energy Supply Company (ESCo) to facilitate delivery of our renewed energy and climate ambitions, initially through the Scottish Public Energy Company option led by the Scottish Government.

Group 2: Awareness and behaviour change

Ambitious and accelerated change requires us to take everyone, at all levels, on our journey with us. Technology and processes, while also critical, can only take us so far. Linking strongly with the Leadership and governance theme, this theme seeks to engage all to raise their and others awareness, knowledge and competencies and to participate fully to understand the challenges and develop and deliver solutions ahead. Areas for consideration under this theme include:

1. Develop and deliver a Communications Plan, aligned to our climate commitments and Citywide agenda, providing key messages on climate change challenges and solutions, in different formats, across a range of media to engage all.
2. Raise, elected member and officer, personal awareness of the issues and opportunities climate change presents to the wider society and Aberdeen specifically.
3. Develop and deliver different formats and depths of training for all employees to help build the awareness and skills needed to address and deliver change.
4. Explore opportunities to better connect and empower our people through person to person and / or digital networks across the organisation for them to share and take forward their climate solutions.

5. Support to encourage others to follow our lead from every employee outwards to deliver change across the organisation and influence it across the City.
6. Explore dis/incentives, fiscal and / otherwise, to support behaviour change outcomes sought.

Group 3: Buildings

Energy use from our buildings is our most significant source of emissions by far. Increases in our estate will potentially further impact our emissions. That combined with fluctuating energy costs and legislative drivers make this a priority for action.

The age, range and in/efficiency of our estate means we need to make significant decisions that will affect our new and existing buildings. Decarbonising electricity, heating and cooling presents various challenges.

Our district heating network links to some of our residential and public buildings. There is an ongoing programme of energy efficiency measures. Green roofs are in place on several of our buildings, helping to reduce run off, energy demand and providing important space for wildlife.

Areas for consideration under this theme include:

1. Explore opportunities to build a clearer, ongoing understanding of the energy demands of our buildings.
2. Review the Council's Building Performance Policy for Council owned buildings, including the certification standards demanded.
3. Explore and develop energy efficiency opportunities for our buildings.
4. Explore opportunities to install appropriate renewable technologies in existing and new buildings, working towards the phasing out of fossil fuels.
5. Build climate adaptation and resilience into the design of new, retrofit of existing and ongoing management of our buildings, including expanding opportunities for blue / green infrastructure to support water management, heating / cooling demands and improved places for people and wildlife.
6. Consider entire site footprints in climate risks and opportunities; the space between buildings as well as the buildings themselves.

Group 4: Transport

We have a wide range of vehicles and the decarbonisation of our **fleet** has already started. Our fleet already includes electric and hydrogen vans, a hydrogen refuse collection vehicle and a hydrogen road sweeping vehicle. Over 60% of our fleet meets the Euro 6 specification. Areas for consideration under this theme include:

1. Explore options to support our full transition to alternatively powered, zero emission fleet in line with statutory expectations and local policy imperatives.
2. Explore opportunities to expand our renewable energy charging / filling points – aligning with Citywide electric vehicle and hydrogen economy approaches.

Staff travel is a necessary part of our productive working lives today. It is not always an inevitable requirement and we have power over our travel choices. We can work to reduce the impact of our staff travel, including domestic, short and long-haul flights, rail travel and mileage from petrol and diesel and hybrid vehicles. Staff have access to low carbon vehicles through the Co-wheels Car Club. A scheme of Smarter Working is already in place enabling home and flexible working for relevant staff. Areas for consideration under this theme include:

3. Explore options to increase the availability and use of alternative fuel staff pool car(s) to reduce grey business mileage costs.
4. Promote and increase uptake of the range of active travel options where travel is required – including walking, cycling, public transport and car sharing.
5. Continue to deliver and expand our approach to digital, facilitating solutions that reduce the need to travel altogether, such as Teams conferencing, home / mobile working, for both emissions reduction and extreme events.

Transport networks, motorised or otherwise, are critical parts of our city's infrastructure, supporting economic activity, emergency services and the wellbeing of our citizens. It is therefore essential that they are well designed and managed. Areas for consideration under this theme include:

6. Consider the design, build and management of transport networks under our control to address climate risks and opportunities; remaining operational, with less embodied carbon, more climate resilience while also people and wildlife friendly.

Group 5: Other operations

Our LED **street lighting** transition has been ongoing for several years, resulting in a reduction in energy use, reducing emissions and costs. In addition, work has taken place to explore 'smart' lighting systems to increase the control of street lighting.

Areas for consideration under this theme include:

1. Continue the streetlighting replacement programme moving to LED lanterns, while also exploring options for smart city lighting to potentially further reduce emissions.

We have separate duties under various regulations to reduce the generation of **internal waste** and the types and quantity of waste going to landfill from our own

buildings and operations. We have put in place some measures to reduce the use of single use plastics. Mixed recycling, confidential paper, waste electronic and electrical equipment, batteries and food collections are in place from our buildings. There are also collections for a wider range of waste streams. Areas for consideration under this theme include:

2. Explore options to improve the measurement of waste and recycling streams from our operations.
3. Build on current options to reduce the generation of waste through leasing, re-use, repair and share in support of circular economy principles.

As temperatures increase water will become less abundant locally. The supply and treatment of water also creates climate emissions. While it forms a small part of our climate footprint, efficient **water use** is an increasing priority for Aberdeen and measures to increase efficiency are becoming more important. Areas for consideration under this theme include:

4. Explore opportunities to improve the water efficiency of our new and existing buildings and other infrastructure through, for example water efficient devices, rainwater capture and grey water recycling.

Climate change will alter our rain cycle and growing season, impacting our biodiversity and land management. Analyses suggest the quantity of green spaces and infrastructure is decreasing with our development, with Aberdeen having the lowest tree cover of Scotland's cities. While trees and other **blue / green infrastructure** are not solutions in themselves, they play a critical role in managing our climate and environments; absorbing carbon dioxide, contributing to climate resilience and providing co-benefits as critical spaces to protect the health and wellbeing of people and wildlife. Areas for consideration under this theme include:

5. Expand and proactively manage tree & woodland cover across the urban and rural landscapes we own, focusing on a mix of climate resilient species and ensuring delivery of co-benefits.
6. Protect, increase and appropriately manage the quantity and types of blue / green infrastructure across the land and structures we design, deliver and manage, including flood alleviation schemes and green roofs and walls as business as usual.